

**Q8 Other**

Respondents	Employee Comments
1	I have not talked to one person that fully understands career banding- one individual was classed higher during the process and is under the minimum salary range. Another was put in a lower class (with the same job duties) and makes significantly more than the other. It seems the OSP took a simple system and made it significantly more complicated. If this is an unfuded initiative, what's the point?
2	Childcare sponsored by the university.
3	Offer the same beginning pay (with any necessary cost adjustments such as cost of living)to a new employee that was paid to the previous employee unless their are legitimate justifications to prevent this. Also, evaluate all salaries within an area prior to making an offer to a new employee and adjust across the board if necessary, i.e, if offering a new employee \$30,000 and there are employees that have been in the area ten years making \$30,000, increase their salaries accordingly.
4	My supervisor never completes my PES evals. It upsets me and I feel as though she should be held accountable for her mistakes, just as we are in this office.
5	Education should impact salary levels
6	Many courses are now being offered online. Effective online courses take more time and effort to create and maintain. It would be nice to have pay incentives for creating a new online course and for teaching an online course.
7	Accountability for "in-house" salary raises.
8	increased retirement benefits
9	No
10	People are being worked out of position meaning that they are required to do jobs requiring skill levels much higher than their classification and pay.
11	I am a CSS (Clinical Support Services) employee
12	Improve the health insurance program to cover diagnostic tests and better prescription drug benefits as well as free spousal coverage.
13	1 - not merit based bonuses, but merit based raises! and sign on bonuses as an incentive for new hires should not even be considered here.
14	OTHER-EMPLOYEES THAT WERE MADE TEAM LEAD(STARTING 09.01.06)SHOULD BE GIVEN A RAISE-AS OF YET WE HAVENT RECEIVED ANYTHING!!! WHY????
15	Understanding of Managers about Personnel Management which seems to lack increasingly.
16	gender equality
17	Living wage for all full-time University employees
18	all are important
19	No matter how hard you work you are being paid the same as the person who does very little. We get percentage raises across the board and the higher paid employees get a huge raise while the working class is barely getting by.
20	have 12 month positions in the university pay substantially more than 9 month.
21	Pay raises that are based on performance within the department and across campus. If you are an outstanding professor and have brought positive attention to your department, you should receive a pay raise that is equal to your progress. Departments should not give flat pay raises that do not take into consideration merit - otherwise, what's the point in exceling?
22	I would like the SPA salaries to be higher, treated more respectfully, and include an annual cost of living increase - when the faculty get an increase, so should we.
23	Different pay scales according to work duties rather than work title. All administrative support are paid in the same range, yet some of them don't work as hard as others.
24	We have some people positions as managers I and others as assistant II but they all are doing a billing managers job with that title as billing manager but not manager pay. I do think ones education and experince should be a factor but not when you have someone with the same education and experince and getting less pay.
25	Some form of bonus pay for employees that take over other duties when employees are out on medical leave, ect...
26	Pay equity across University-wide system
27	Raises always seem less than the increase in health payments

28	Staff should make almost as much as professors because they do more than alot of professors.
29	In my 20plus years teaching, I've seen this HUGE increase in Administrators. We're desperate for more faculty. We can no longer offer a minor or even be sure we can serve the large student body we have with the classes they need to graduate. Yet, I see more and more administrators doing....what? ...sending me emails I don't read...spending money on slick magazines I toss in the trash.
30	Why are there so many degreed individuals working as secretaries? Too many are overqualified workers are in positions without regard to their expertise, education and overall experience. Faculty members, doctors can be brought in and offered extraordinary salaries but their secretaries are not compensated for their fund of knowledge and "raises" and/or promotions are not rewarded; often mentioned, we don't have enough in the budget or equity issues. Something needs to change.
31	Less political favoritism
32	In other, I would like to explain #15, why should new hires get bounus when you have people who have been here years and deserves the bonuses for loyalty to ECU (state). I think this is where no one cares. You have people getting ready to retire and this system is looking at new hires. This system wouldn't have such a high turnover if someone one would start looking at awarding from within first. For Example: Private Sector, look or go talk with someone at NACCO. I wonder why so many many many state employees leave to go to the private sector. It's because you have a new hire come in and all you get is to train this person on what you've done for how many years, and then you are asked to train them only to give them more money and bonuses. Please! This university can not keep good employees because of this.
33	Not sure that I understood how to rate #7
34	Career banding is a formula for mediocrity. In it there are neither incentives nor rewards for employees who perform well. In order to move up in their career, employees are encouraged to leave current positions and abandon departmets that they might have worked in for years.
35	parking should be free for all employees.
36	Balance/equity for career employees such a disparity in my opinion
37	Encourage the use of vacation time.
38	I would like to be able to take the tuition free course offered each semester at the Community College level. I would like to gain a two year degree this way.
39	If the pay is the same at the university as in the private sector and we can lessen some of the buracracy that would be nice.
40	Pay me a decent salary PLEASE!!
41	Task force to review the career-banding crossover job grades to review such things as: Why are Administrative Support Specialists a higher grade when most of the lead departmental secretaries (Administrative Support Associates - advanced) have trained these "specialists" and can do all they do plus much, much more.
42	I would to see shifts to cover all open hours of operation.
43	Lack of accountability of supervisors/division chiefs--specifically, in the department of medicine, no faculty evaluations of division chiefs are elicited.
44	Merit-based bonuses. I received 2 consecutive Outstanding performance evals, and they mean nothing at all so it is very demotivating. Intrinsic motivations lasts for a while but after that you wonder why should I even try if my efforts are not rewarded as they should by my employer?
45	Favoritism, supervisors giving their friends pay raises instead of other hard workers in the unit a employees can't do anything about it because administration supportsts the Supervisor
46	pay equity between EPA faculty and EPA non-faculty

47	Implementation of the steps in the hiring rate to reflect by giving merit raises - I've only had one merit in the 21 plus years - mine raises have only been the cost of living raises given by the state and what SEANC (State Employee Association of North Carolina) has lobbied for and got - faculty senate hasn't helped in any raises that I can remember and this career banding is a joke - supervisors want take the time to do the paper work needed to bring an employee up to a level of better pay - or should I say the supervisor in some instances doesn't even know that they can make a change that would give an employee more money - This career banding has not been an easy thing to explain - or understand - but I do know that depending on how your job is described leaves you with or without - most have not gotten better pay - just more work.
48	Evaluation done on anniversary date of hire.
49	The above question (#7) is not clear. Am I supposed to give each one a number? Or just some. Can I re-use a number? (i.e. mark more than one item as "1" This is generally what "rate" means, as opposed to "rank" where each number is used only once, but the rest of the instructions don't make this clear.) I'd just don't think you are going to get valid data out of this question because everyone will interpret it differently.
50	separate pay check or period for longevity pay and other overtime related pay so it is not all lumped up in one check to put you at a higher tax rate.
51	reimbursement for continuing education to maintain licensure
52	Anything that could give us more money whether it is cost of living - in range - longevity increase performance based raises...ANYTHING that would give us more money!
53	Would like to be able to get a raise based on job performance and not just years of service and outside of annual state raises.
54	continuing to make sure pay reflects supply and demand
55	Have an external committee review and correct the same pay for the same job. Extra for seniority and education advancement in the position.
56	Paying salaries comparable to Market Rates. This is the same salary we have to compete with when we are hiring. We should be able to pay our existing staff salaries comparable to what we have to recruit for...
57	Salary equity among similar academic offices of technology transfer. In a published salary survey of salaries in the technology transfer profession, ECU's salaries are 35% less than the mean salary from comparable institutions. This makes recruitment and retention very difficult.
58	I feel that before a position that would be considered a promotion within a department is posted for the "outside" or is filled with a temp that position should be posted for ECU employees only and given to someone within the department.
59	n/a
60	reduce salaries and numbers of administration
61	To everything above 10, I would strenuously object.
62	benefit protection
63	as a police dispatcher we are NOT career banding, we are the lowest pay ecu offers. We have to be certified to operate the files for the national computer system, and are always left out of any type of raise or anything.
64	Benefit (hence pay) equity to include domestic partner health benefits. ECU continues to boast about its diversity policies and advancements. It is time to become a leader and embrace diversity in all its forms.
65	N/A
66	Career banding is not what we were told when you have to not help a deserving employee that can't exceed a certain amount over market rate when the work they do is outstanding and if you lost them, your department would be in bad shape. Ecu does not care about Salary equity for SPA, not really. They always find a reason you can't pay someone more..even when funds are available.
67	on the spot bonus when employees go above and beyond for the university
68	Pay parity with colleagues at other comparable institutions.  PS A number of these options, e.g., "Career banding" and "In range pay adjustments" are unclear.

69	Salaries need to reviewed and adjusted with updates that are given as blanket raisies. There are injustices and unfairness when &quot;a selected group&quot; is given a blanket raise but some are just above the range that is used to determine who gets raises and who have not had substancial cost of living raises since they were hired in..
70	I understand that pay equity is important; however, there should be some way for those who wo really hard and have tons of roles to carry to get more money even when you have some that barely have enough work to get them busy throughout the day. Naturally, some just work harder than others, whether it is because they have more work to do or the drive to do the work. When positions are being classified Class and Comp need to be more responsive to what the actual employee doing the job and there direct supervisor(s)recommends and this will help one earn for the skills, abilities, and drive rather than being based on what others in the office make whether their positions is higher or lower.
71	Departments should be able to fire people who do not work. There are too many people here who spend the day doing nothing while others are really overburdened with work.
72	Merit pay increase and/or longevity should come in a separate check tax free.
73	Reimbursment for continuing education required for licensure renewal, travel, room, tuition
74	SPA employees on this campus are sorely underpaid for the amount of responsibilities they are given and the work they are expected to do. There is great disparity among salaries. It seems to be the 'good ole boy' club in action. Don't make it a popularity contest but pay based on job performance and merit. There are many people on this campus who slough off and do practically nothing, have a bad attitude toward others, yet they make more than I do. Explain that!
75	Salary comprable with private sector
76	tuition reimbursement for the entire family. currently an employee can recieve some tuition reimbursement, however, if your child or spouse wants to take classes, you have to pay just like the general public. In Ohio, my wife could take up to 12 semester hours tuition free. We need this kind of benefit.
77	Have not been here long enough to give good input
78	I would like to have the choice to build up comp time instead of use it up before the month is out.
79	COMMENT: I think it is ABSOLUTELY APPALLING that some of the long term employees must train new hires with no experience whatsoever for the position they are hired, yet make a good deal more money. This speaks very poorly of ECU's priorities for employee retention! COMMENT: I also think that a policy should be in place to provide for SPA staff who are forced to provide support for vacant positions or non-established positions &quot;free of charge&quot;,. They should be provided the same terms as an EPA serving in an &quot;interim&quot; position. It is a long term opinion that all ECU SPA employees must perform the jobs of three staff members!
80	My job responsibilities have absorbed another staff person's responsibilities with greater responsibilities for more than four years now. Still I have not had anyone with Human Resources help with getting these changes adjusted fairly.
81	I suggest part-time people have more opportunity. Many people, particularly women, will come in and do a fantastic job but are unable to make full time commitments. I do not find part-time positions around me considered valuable and I feel the university actually gets more for its money with these employees in some cases.
82	pay increases based on performance not just across the board why should an employee with an outstanding get the same raise as employee with a fair or good rating...supervisors are not understanding and supporting career banding, need funds to support SPA employees fairly
83	Increase in pay for employees that work the most and have more responsibilities.
84	Class system of SPA vs EPA. There is no opportunity for professional advance in the SPA system. There is no pay increase opportunity for professionals working in the SPA system, only rules and regs limiting advancement and compensation for highly techneical positions.
85	Education based increases: If an employee works to evolve their skills in specific or related areas to their position, then they should be compensated.

86	Career Banding has not been instituted in the salary ranges in some departments, therefore not sure how to acknowledge it.
87	Benefits (for spouses) are most important.
88	Career Banding did NOT help the Chair's assistants. We all remained the same even though we do thier work, can sign their name, schedule appointments, etc. as Dean's assistants, so What is the Difference! We stay at the same level, so more work, and less pay.
89	Career Banding should not have stopped at the Dean's level for Administrative Assistants. Chair's assistants are as important as the Dean's assistants. We are given authority to sign Chair's name, repod to correspondence, etc anddo the same work as Dean's assistants, so WHY NOT THE SAME.
90	â€¢ Current system pays a mediocre (or poor) performer the same as an outstanding performer within the same grade family. Pretty sad. That said, the "career oriented" outstanding employee will continue to provide outstanding service to the university and greater community regardless of the system. The employee that looks at what they do as a "job" will continue to put in their hours (maybe), just don't expect much other than that.
91	salary inversion, where faculty are paid less than new hires, who receive more due to market forces
92	same-sex partner benefits
93	We should be paid every 2 weeks instead of bi-monthly.
94	Flex time as long as you get in your 40 hours per week.
95	We need a cost of living increase every year, gas and food, clothering is going up every year.
96	N/A
97	Career banding has definitely worked to my disadvantage. Because of my classification, my supervisor cannot raise my salary past the range of my classification. In my career band there a very unequally qualified people, so that even tho I have a masters degree and had to take a national exam to receive certification, I am lumped with bachelors prepared people of no particular experience.
98	If the world was fair and equal, I would be satisfied with the performance-based pay increases but since this is not the case, I am really concerned when raises are not given across the board because of the inequities that do exist.
99	Avoid gimmick of pay increases being awarded to "special people" and none to others
100	I think the annual evaluation should be used for pay increases. If people do a good job they should get an increase. Those that don't shouldn't. Pay should be closer to what an employee would make in the private sector.
101	Elimination of salary inversion (adjusting pay of existing employees to market levels and making sure that new hires aren't paid more than existing employees)
102	Just a note to say, I hope in-range pay adjustments, means that after being hired on the pay grade you start at, it raised higher for new start employees and I think there should be adjustments on the employees already working under same pay grade, but at lower pay because they have been employed for several years. Cost of living doesn't bring them up. Employees can't afford to quit and restart at a higher rate. New employees start at same level but higher pa doing same job as employees that have been here several years. That is not fair. As they raise the pay level, those already employed should get the increase as well.
103	Ability for SPA employees to select TIAA-CREF as their retirement plan. Also, employer contribution to retirement plan for SPA employees equivalent to the contribution made for EPA employeers, or at least more than the small amount currently contributed.
104	Health insurance costs for lower income employees
105	State health plan needs major improvements. Make spousal insurance free. Better prescription medication coverage. Include free diagnostic testing.

	Director reserves the right to deny vacation time if employee does not have 40 hours in reserve...how legal is this???
	New hires brought in to a position have the potential to make more than someone who is equally qualified but already employed because of career banding/salary grade limitations.
106	Director does not give out outstandings on employee evaluations if employee has been with department for less than 1 year.
107	Competent leadership
108	Decent health benefits - the current model sucks!
109	Competitive wage with industry.
110	401k match for all employees
110	Inadequate administrative staff to support the continuing hires of faculty. Skilled administrative staff are not paid adequately for their knowledge of the system and are not compensated for it. No equity across the board, depends upon what department is hiring and who has enough pull to get who and what they want.
111	Job setting issues such as parking and space for classes and offices.
112	Pay sanity: If I work more months (which I do) and more hours (which I do) and more nights and weekends (which I do), but am then discriminated against at raise time (4 percent raise pool), that sends a message that my work is 20 percent less valuable than someone in the classroom. Am I suddenly 20 percent less worthy? Should I produce 20 percent less?
113	Supervisors could care less and are powerless to reward hard work or penalize nonwork
114	Making sure that new employees are compensated according to their previous experience and expertise that they are bringing to the University as opposed to starting them at the bottom. That is unfair because you will start another person with absolutely no work experience at the bottom too.
115	high cost of insurance
116	Question 7 is so poorly designed, I am not sure what my answers would signify. If I picked 'career banding' as #1 what would that mean? that I think it is a good idea or that there is a problem with it???
117	Career banding will be a complete joke for most! Why should professional staff with highly technical jobs be lumped together with people who do less than half of what the professional staff is required to do!? Outragous! Employees should get paid for what they do, how well they do it, and for the scope of which their job demands that they perform at.
118	I think that the people who work (like dogs) now should be rewarded for what they do
119	2 - pay equity with others performing similar work in the private sector but not this particular area of NC since no one in Greenville does the work at the scale of my position
120	banding must allow SPA employees to get raises without changing jobs. I idea of not giving raises to the most loyal, competent and long-serving employees is a prescription for disaster
121	sabbatic leave for faculty
122	There is a lot of area that pay are based on favoritism and not on performance. I would also like to see someone do a study on pay based on race and show make up the difference especially for some that have been here for years and new hire come in making more. I also would like to see the state change the hiring policies and let inside state employees be transferred or have first choice of jobs instead of hiring outside candidates for promotion. Longevity should mean advancement
123	Burden of paperwork for HR process
123	Also, Grant funded employees classification
124	paid leave, annual and renewable grants for the research (given as granted, not tied to time of the calendar year when the research would have been performed; i.e if the research is done in mid-July the grants given for the yearly research should not be limited for use until mid-June; I always thought that academic year is 12 months long, but only from 15 August-14 August, not 1 Jan-31 Dec)
125	I have worked for the university for 11 years with no benefits. Although I am "permanent part time", this should not happen to anyone.

126	All of these issues above need to be dealt with. The hiring system is slow, involves too much administration. The pay increases are not always based on rewarding productive individuals, but they should be.
127	Creating a partner-hire policy

Q10 Other

Respondents	Employee Comments
1	I feel as though they should get a one time bonus, but include it in the amount of their annual salary.
2	Allow the faculty to chose between bonus and permanent pay increase
3	No
4	Or paid time off. Either would be great.
5	Outstanding performance reward with a one-time bonus payment. Length of service reward with a salary adjustment based on length of service.
6	praise
7	Possible considerations for promotions.
8	Bonus payment will be soon forgotten. Permanent increase will encourage employee all year to strive to improve performance.
9	everyone job is just has inportant has if it was a Dr. salary
10	There is a difference between performance and time. Reward for performance as an increase in salary is appropriate. Length of service does not dictate any reward.
11	Choice of paid time off or one-time bonus
12	Outstanding performance is measured over a finite period of time. Compensatory reward should reflect that time period. It may not be consistent over the life of a career so it should not reflect in an adjustment of salary. Salary should be based on marketable skills. The State is a business entity as any other in this country. Government employment should strive to be competitive with non-government employers in salary and benefits if it truly wants to attract and maintain highly-skilled employees. This is especially true of institutions of higher learning. If our colleges and universities are not stressing the import of continuing to obtain and apply knowledge in your career progression as well as support their HR staff with the tools to monitor and adjust titles, roles, and responsibilities of its faculty/staff, then how effective are we really at preparing America's future leadership.
13	There should be a bonus payment offered along with an increased in the yearly salary.
14	I do not believe length of service should merit any type of bonus. It does not reward people for work.
15	Employees should be given merit raises. Reward good work - not mediocrity.
16	Your question 9 was incorrectly constructed as it's actually two different questions. So here's my answer to them separately. Performance should be awarded with a permanent increase in sala and length of service with recognitions and awards.
17	Whether the reward is one-time or several times it should be a tax free bonus payment.
18	I would reward outstanding performance differently than I would reward length of service. For outstanding performance I would choose one of the first 2 options. For longevity I would look at the third or fouth option.
19	n/a
20	Career banding should not be implemented within departments unless the departments or university can provide increases that are necessary at that time.
21	N/A
22	A combination of bonus (one time payment) AND permanent salary increase. This benefits the career employee immediately as well as long term.
23	Length of service should NEVER be the basis for rewards. The system, including tenure, retains too many people who are either incompetent, poor role models, or "retired on the job." Otherwise, permanent increases in salary should assist in motivation and performance. Terminate those who do not perform!
24	Outstanding performance - paid time off Length of service - permanent increase in salary
25	There should be a permanent raise every five years for employees on their hire date anniversary, in addition to their annual raise. With that being said, it still would not hurt to give them a one-time bonus as well, but it should be a Christmas bonus, but for all employee that have been here 5 or more years.

26	increase in salary would help towards retirement, but bonus is nicer at the time it is received
27	Any or all of the above
28	A bonus payment but not one-time only.
29	It seems that mountains must move for some SPA employees to go up on the pay scale. This could be due to several reasons (listed in rank of importance): politics (1), supervisor rank (2), excessive paperwork that takes months, sometimes years to complete (3), employee incompetence (4)
30	Increased opportunities.
31	I feel we should offer more than one option for an employee who is rewarded for outstanding performance. Money is what an employee would like and I believe Duke offers it in some incentive rewards, may be in a gift certificate. I feel some employees may like to have paid time off as well.
32	It is shameful what department admins are paid.
33	For length of service - Recognitions and awards, for outstanding performance - one-time bonus payment.
34	Outstanding performance = permanent increase in salary  Length of service does not mean the person is an outstanding performer. The long term employee is already "rewarded" with increased vacation hours.
35	With regard to # 9, Chairs need to be clear in what they value and these values need to be equally evaluated across all faculty members. The values also need to relate to the core values the university and to teaching, research, and service which is require for promotion and tenure and comparable values for staff.
36	Rewarding outstanding performance and length of service are completely different. Outstanding performance should be rewarded with permanent increaese in salary. Length of service should be recognized with awards, etc.
37	either a one-time bonus or a permanent salary increase.
38	This isn't exactly a reward but after 20 plus years teaching I'd like to go out during the summer and learn some more to keep fresh. I'm encouraged to do research/creative activity. I'm not encouraged to study. I have to pay a lot to go back to study, too. It would be nice if the State said "Go take some refresher classes on us!". It would improve my teaching and my attitude.
39	N/A
40	Performance and length of service should NOT be equated...they may be two very different ratings. The question should be asked of each category separately.
41	i feel permanent would be great if you had someone that would give you an outstanding. i used to get outstanding in other departments I worked in, but the supervisors that I work for now feel no one is really outstanding due to there is always room for improvements, so I would never be able to get an outstanding. I would say permanent increase in salary for the outstanding and the very good.
42	I think a combination of all of the above would be great, especially for those employees that have been here 20 years or longer.
43	These are two seperate items. Outstanding performance should be recognized and have an increase in pay. Length of service should be recognized and have a one time bonus.
44	For me, the answer depends on the consistency of outstanding performance. One year or one time performance that is exceptional should be best addressed by bonuses; persistent performance should be rewarded in one's base salary.
45	This would be a great incentive for going the 'extra mile', but if you want people to continue to do outstanding work, you would need to make it available more than once.
46	I don't believe in rewarding length of service alone. Outstanding performance is the reason for a bonus or permanent increase. Recognition and awards are fine for longevity.
47	Outstanding performance and length of service is not appropriate for this question. Performance should be rewarded with a one-time bonus. Length of service should be rewarded with permanent increase in salary.
48	See Herzberg
49	401K match for all employees

50	All of the choices are excellent but are dependent on the age and current status of the recipient. Why not offer choices as a "menu" rather than a single solution. Why would a millionaire want a salary increase whereas someone with an ailing family member may NEED "paid time off." The items above should be "carrots"--not gimmes.
51	I do like the idea of permanent increases in salary to reward outstanding performance but it needs to be placed in a separate category in the paycheck. For example, if I perform well and get a raise, the 6 months later a person who did not perform as well gets a raise to match my pay because of equity then that is not fair. Equity needs to be managed across the "base" pay while additional permanent pay is held in a separate category against which you do not have to match because of equity.
52	Merit-based pay increases.
53	Perhaps it would be best to ask the employee who is being rewarded what they want
54	Financial awards as accomplishments are earned. The 'red tape' is sometimes a discouragement that prohibits people from applying for awards.
55	these are two issues. for outstanding performance, give raise based on delivered goods, and also would use one time bonuses to acknowledge exceptional work, esp that brings money into the Department.
56	More vacation...
57	Most manager evaluation is based on thier feeling not preformance so someone need to check them and make it so that the manger would have to account for their unfairness. If outstanding was fair then a bonus would be good but for 23 years I haven't seen fair but favortism some are graded harder than other and some are trained and other are not.

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Q12 Other

Respondents	Employee Comments
1	The opportunity to use TIAA/cref for retirement instead of the state plan.
2	paid maternity/family leave
3	No
4	I AM VERY PLEASED WITH ALL THE STATE BENEFITS!
5	Long term care insurance
6	Retirement is a big word and with state employment very limited, when adding 401 k's, matches from employers should happen
7	Keeping the cost of health insurance affordable. The available options are good now, but the costs increase each year faster than wages increase.
8	Health Insurance Benefits for same sex couples with children
9	I would like to take this space to say that I did not indicate anything with the insurance sections because they are great at the current time. However-last year I was hired under a grant and told I had benefits and then someone in some office changed my status to "temporary part-time" (I taught 4 classes each semester) and then I found out three weeks into the semester that I had no benefits. I was leery of staying this year when I was offered another one year contract. I was rudely told by HR that I was not eligible for any kind of benefit. I was in tears and humiliated. I had not had health insurance in three years due to graduate school. Part-time employees should have at least some benefits made available to them! Also, the ORP needs a few adjustments. For instance, next year if I am not rehired, I plan on teaching in the public schools. I lose my year of service this year for retirements purposes (not to mention that last year did not count). So I will have given two years of service to the state and I will have nothing to reflect for vestment purposes. That's offensive.
10	Insurance provided for significant others or life partners.
11	Sabbaticals
12	Again, not sure of exactly how to respond to question 11. Ranking system is not clear.
13	Parent Care
14	Be able to sell back your sick leave when leaving state employment no matter what the reason is that you are leaving. You have earned this.
15	domestic partner benefits
16	Very please with benefits. Would like to be able to take more than 3 classes per year however.
17	All benefits for state employees should be paid for!! i.e. Federal employees

18	We should have vision and dental benefits for employees anyway with a small price to add children and a slightly higher but not near 400 bucks a month for the family i mean maybe 200 for spouse. but to have dental a vision options with in a flat rate instead of separate rate.
19	special parking for car poolers
20	Partner Benefits for GLBT Staff
21	I believe child involvement and community involvement is important - I know we currently have time off for these - I just wanted to express the importance of it.
22	Cancer insurance
23	As with question #7, this question is unclear. I don't think you are going to get good data out of it.
24	Cheaper rates for family plans and a ppo that we could pay that would give us 100% paid for all visits that could qualify - having to pay 80/20 (that 20%) gets expensive - An monthly insurance tidbit newsletter online and a paper one for those who do not have access to emailn - with helpful ways we can use our insurance - some folks don't understand the different co-pays, brand versus generic drugs or preferred - or how to find out about different drugs for the same diagnosis- or how to ask your doctor for a cheaper medicine - as a result some times a person will not take it cause they can't afford it if they had only known that they could have asked for a cheaper one- i.e. - our housekeepers (least paid employees) fall short on getting email - they need computer stations setup in the managers office/reception area or somewhere - they need to know that there is a computer loan program out there and how easy it is to get them
25	that spouse insurance should not be so much
26	Employees being treated equally. Not in who you know but what you know. New employees being hired and interviewed by human resources.
27	clarify maternity leave policy; adopt paternity leave policy
28	Cost of all insurance
29	Benefits to same sex partners
30	Temporary employees should be allowed to have benefits like paid holidays and accruing paid time off, especially if they're "temporary" but filling in for someone for several months.
31	Fully paid Spouse insurance
32	reasonable, affordable dependent coverage. spouse only dependent coverage plan
33	reduce size and salaries of administration. don't hire personnel fired by other universities (e.g. judith bailey). don't hire non-academics to unc system (e.g. erskine bowles)
34	Benefits equity to include domestic partner health benefits. ECU continues to boast about its diversity policies and advancements. It is time to become a leader and embrace diversity in all its forms.
35	Sabbaticals for faculty
36	N/A
37	All of the above are important to everyone. Some, as child care is of course more important to people who have school age children and not to others. All the colleges and universities should have some type of child care available for their employees. Students in education, nursing and public health etc. could be used to help run the programs. They would gain knowledge and work experience while interacting with the children and could possible earn Independent Research credit towards their degree.
38	I think that offering sabbatical leaves would energize faculty.
39	Have not been here long enough to give good input
40	We need paid tuition for our children and spouse. Currently, an employee can receive tuition, but if I defer that, I should be allowed to let my child or wife benefit. In Ohio, my wife could take up to 12 semester hours tuition free. Now that's a benefit!!!
41	Education benefits for spouses and (Lawfully - some legal certificate of partnership) partners of employees
42	There is no current option to purchase into long term care insurance
43	Sabbaticals for faculty are long overdue, and necessary if we wish to hire the best.
44	Overtime pay for forced work hours above an 8 hour day.
45	Holidays off. SPA salaries above 30k.
46	time allowed for physical activity, encouragement for employees to work out every day

47	Health, dental & vision benefits for spouses.
48	The length of time for being vested in NC seems out of line based on other states where I have been a state employee. I have never seen that set as high as 5 years.
49	ABILITY TO WORK FROM HOME FOR PART OF THE WEEK FOR MORE EMPLOYEES. SUMMER WORK SCHEDULE CONSIDERED AN EXTREMELY IMPORTANT BENEFIT AND KEEPS MANY EMPLOYEES FROM LEAVING THE UNIVERSITY. IT'S A BENEFIT THAT IS HARD TO GET ANYWHERE ELSE SO IT DEFINITELY INCREASES LONGEVITY OF EMPLOYEES.
50	benefits in general in relation to what other states are offering
51	The paper work required to recover money from our pretax health care/child care accounts is outrageous. Can't we just use a credit card system or something easier?
52	N/A
53	avoid ECU's ways of getting around state personnel rules for special people or causes
54	Comments on retirement - Ability for SPA employees to select TIAA-CREF as their retirement plan. Also, employer contribution to retirement plan for SPA employees equivalent to the contribution made for EPA employees, or at least more than the small amount currently contributed.
55	Would be nice to have additional hours added to your monthly sick leave after a certain years of service. (Instead of 8 hours monthly-like everyone else that just walked in the door)
56	401k match for all employees
57	the present current system in which people must beg for sick time contributions. Change to a sick bank. or allow donors to contribute sick days rather than requiring the donation to be vacation days

58	Same sex benefits
59	Affordable health insurance for your spouse only added to your health insurance.
60	I think that paid leave, retirement, and health insurance are equally important.
61	Family insurance at WAY better costs, if no cost at all.
62	Sabbaticals!
63	In question 11, I can rate these ideas as important or not but I do not know how it relates to a personnel system.
64	Health Insurance Costs for an employee and their family is extremely high. I must provide health insurance for myself, spouse and a son that is a junior at ECU. Over half of my paycheck goes to taxes and insurances. Not to mention the amount of money paid for prescriptions - might as well work for free.
65	Safety around campus, particularly bicycling safety
66	My benefits package is good. There just does not seem to be enough emphasis on productivity at the medical school.
67	all of the above!
68	As a full-time HR director at a community college and only part-time at ECU as faculty, I can tell you the state does really well. Dental would be nice but very costly unless a \$ amount was given to each employee which they supplement the premium. Educational benefit of a discount would be nice for children. Allowing 1 class tuition free across community colleges and universities would be great for full-time perm. employees. The endorsement of the NC flex should be re-thought. That plan limits which companies you can pre-tax and sets up a monopoly. In retirement, a death benefit should be automatic if the employee retires with 30 years without the employee having to pay the premium.

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[Q16 Comments](#)

Respondents	Response Text
1	I would like to see more details.
2	I have Tri-Care thru my husband and supplemental insurance thru a previous employer.
3	Depends on the dollar value.
4	Without having the "rules" of how this would work, the associated costs and what options would be available, etc, it is hard to say a definite yet.
5	I'd have to read into it a little more. I don't believe that health insurance should be an option because it needs to be maintained regardless.
6	If the choices were too complicated that wouldn't work.
7	It depends upon the cost
8	Cost, and benefits availalbe. Dental is so high and did not get
9	I would like to see a comparison of that possibilty to our current plan before making a decision.
10	Depends on the options
11	Not sure what it would involve at this point - need to see pros and cons.
12	I would need to see all of the options and pick what would best suit me and my family.
13	don't know if I know enough about things to do that.
14	I would like to choose, but I would need specific explanation of each option.
15	I would have to know what I'd be gaining and what I'd be losing before I could make an informed decision. Not enough information to answer yes or no.
16	Would depend on the details of the plan.
17	I was receiving ASI Tricare supplement insurance until Congress decided to intervene. I am not confident that another system would replace what was lost.
18	It would depend upon my out of pocket cost both for the benefit and the deductibles.
19	If it would not reduce the type of benefits or be more costly than what we currently have.
20	Would depend on the details of the cafeteria plan.
21	Depends on: benefits offered, cost to me, the certain dollar value
22	depends on what dollar amount. not willing to lose free medical insurance.
23	More information needed
24	Depends on the quality of the packages available
25	I would need to see a proposal. Would it affect the quality of what we already have?
26	It depends on how the available options met my needs, and the dollar value offered to employees. I suspect that this would benefit single and/or childless employees more than married employees and parents.

27	Dependant upon offerings
	I'm not interested in taking risks -- I just want a comprehensive policy to cover my family, and at a good rate.
28	I also resent the amount of time required for me to manage my benefits, and I guess I'm not interested in increasing this.
29	I don't know how this would work. The university does not have its employees' interests at heart and I have a feeling it would find a way to have a less-than-helpful package.
30	If it would be comparable in out of pocket expenses to what we now have. Definitely couldn't afford more.
31	Would want to know more about that option.
32	It would depend on the cost of each benefit. Unless the costs go down for choosing cafeteria-style, it wouldn't be worth it.
33	The services offered would have to be of same caliber and lower cost as current benefits
34	Depends on choices.
35	It depends on how much it costs and requirements and restrictions, etc.
36	If I wouldn't have an increase in co-pay, cost, or benefits I would be interested.
37	Not clear if it would be cost effective...
38	Dont want to have to chose between A or B, may want both or neither, depending on costs
39	If all employees had basic benefits like health insurance and longevity pay
40	It depends on cost and such. Right now I have separate dental, health, vision etc... Having it all in one package would make sense.
41	It would depend on the overall dollar value and the cost of each benefit.
42	would have to know more about it before I decide
43	Not sure. I will need to see a sample package, hear results from current users, then make an intelligent decision.
44	I would want to see more of an explanation before saying yes.
45	We already have that to some extent. We need better health and dental coverage. The weak coverage we have means that we pay more out of pocket than I am comfortable with.
46	I would want to see what the options are and if I do not believe they will meet my needs, still have the option to keep my current plan. I would also want to know what the "dollar value" would be.
47	Would need further explanation.
48	I would be interested in the opportunity to customize my benefits to meet my family's unique needs, but it would be difficult to institute a system that allows customization and ensures good value in many different programs.
49	it depended on if the cost to do this was higher...I already have too much \$\$\$ coming out of my paycheck.
50	I would have to see a sample to say for sure.
51	would depend on price on each option
52	how easy would it be to change the options
53	I said maybe as long as the premium rates would not increase so we have to spend more out of pocket each pay period to have health, dental and vision insurance. The state gives us a "raise" but then increases the amount we have to pay for insurance so that we're left with nothing.
54	Benefit package may be more affordable for some if they choose their own.
55	depends on the values
56	not sure how they work or if they would be better. would like more info on them
57	Not really sure how this process works. Would need more information to make an adequate decision.
58	Maybe as long as the dollar amount is generous enough so that we do not have to keep spending our hard earned money to provide for basic insurance needs.

59	It depends on what the options are, and what the "certain dollar value" is.
60	Absolutely, but only with a package that gives you reasonable options at a reasonable cost.
61	i'd need more details to decide
62	Need to see options
63	If it weren't too complex.
64	I would like to review more information before making a confirmed decision.
65	depends on what they serve at the cafeteria and how big the portions are.
66	Would need to look at options.
67	such flexibility often comes at a price, I would not want to give up a lot relative to my current benefits in order to build my own custom package
68	I would like more details before agreeing that this is the best options.
69	as long as it wasn't too complicated
70	if overall cost is not increased to receive similar benefits if benefits offered are reasonable and affordable for employees
71	Hopefully if it came to that ECU would have an question/answer session in order to explain all the options and their costs.
72	the more flexible the better. different needs for different people.
73	If the package is not complicated and will help us financially. I have spent a weeks salary on an hour long Doctor's visit. A month's salary for a prescription it is one pill I take each month.
74	I am not familiar with what "cafeteria-style" benefits would be. I am concerned my lack of knowledge would result in me not getting the full benefits i am entitled to. And then there are other employees of the university that would be more clueless than me who would really suffer.
75	YES, but would also like to be offered to get the remaining benefit money not used for benefits as salary dollars instead of benefits
76	It depends on whether or not the "cafeteria style" is being used as a means of taking away what we already have, and selectively restoring it, based on which options we choose.
77	It would depend on the benefits offered and the maximum amount that could be used.
78	depends on limitations and options
79	I think this would have to be an option available, not a plan everyone must participate in.
80	spouse health insurance at a reasonable rate vs child care subsidy would be a good trade off
81	Yes, BUT different employee levels should obviously merit different benefits packages (dollar values). I would object to a single benefit package applied equally to everyone. Abilities and effort (in life and in jobs) are not equal, nor should be salaries and benefits.
82	N/A
83	I would want to see what the possibilities were, and what the limitations were before I commit a response.
84	If the total dollar amount available were less than the present value of our benefits -- which ain't much more than a bit of health insurance, a low rate of retirement benefits paid by the university compared to other institutions, and the opportunity to buy overpriced health insurance -- then no wouldn't like to receive less. If however, I had the opportunity to apply all the health benefits paid to me as an employee to retirement and be able to buy health insurance cheaper elsewhere, the net would be a gain for me.
85	It would depend upon the cost of the cafeteria items since insurance may not be as inexpensive if a smaller denominator is present for the insurer.
86	It would be nice to have several different options to choose from, and not be limited to one or two options. For example, it would be nice for people who are getting ready to retire to supplement their insurance benefits.
87	Will it save me any money and provide for my family's health needs?
88	I don't know how a plan like that would work. Would there be out-of-pocket costs?
89	I'm single, no family.
90	Cost would be the determining factor
91	As long as it is a reasonable amount with less out of pocket contributions for the employees.
92	would have to look into that more
93	Depends on cost.

94	Need more info
95	For some it would work. For others, they would think about what they need at that moment and would not think about the events that do happen. These events may be devastating to some and then they would blame the University for not telling them.
96	What is the difference between cafeteria benefits and NC Flex?
97	If it would give similar benefits at a lesser cost. My biggest expense is paying for 1 daughters benefits. I pay the same as those who have 2 or more kids.
98	I am not familiar
99	It depends on the costs versus the benefits.
100	I would need more information on this.
101	I am not 100% sure of how this type of plan works.
102	Would like to see what the plan would be like before making a decision.
103	The issue I have with the current benefits is the coverage. It is difficult to insure myself and my children adequately, and still take home enough money to live.
104	Choices and dollar amount would make a difference in whether or not I would like this option.
105	Depends on the selection and vendors you offer. Will they be rated highly by their customers and peers? Do they offer flexibility within their plans? Many times the benefit of having a comprehensive plan that Human resources chooses for you is that you know you are mostly covered. How will we know that we are choosing coverage up to the level of what was given to us in the past? In the end we all want the most coverage for the value so would the premium and deductibles be much higher than before? If so, does the benefit cost outweigh the extra coverage and further more is it a real need in line with what physicians and their facilities can offer the patient? If so, the doctors can feel confident in treating their patients with better care and information on prevention
106	Cafeteria style might delute overall.
107	I would definitely need more info on this style of benefits package.
108	Would need more information and depends on what's offered
109	I like to have options that would work best for me.
110	do not know what this would mean in actual practice
111	If it was understandable (not written in legalise) and if representitives are available either on campus or locally in Eastern Carolina
112	As long as it didn't mean a lower dollar value of coverage than what we already have.
113	Need more information to make a choice.
114	Need more information about cafeteria-style benefits to make a decision.
115	It would depend on the cost and whether or not it would be beneficial to have it all together or to build it yourself.
116	Depends upon which benefits would be included in this package
117	It depends on the details.
118	need more information
119	I would just have to see how it would work first
120	generally these plans are implemented to move from a defined benefit to a defined contribution which generally works to the benefit of the employer and to the detriment (increased cost) of the employee.

121	I am not sure what "Cafeteria style" really means and whether it would improve the benefits or not. If it means that there are more options but they are more expensive and so you can't get a better "overall" deal, then I do not prefer this method.
122	I would need more information on the subject to make a decision. I would need to see if the benefits that we would be able to choose from would match what we currently have, would be better, or would worse.
123	It depends on the cost.
124	Maybe this will be more affordable.
125	don't know enough about this to mak any comment
126	It would depend on what the options were and how they paid.
127	Again, life is to complicated to make a change for the worse. If it offers options that reduce complications, where receipt submissions, and other unnecessary paperwork are nonexistent, then I'm all for a cafeteria plan.
128	N/A
129	It depends on the quality of the benefits and the variety offered. I wouldn't want to have 2 basic plans instead of 1 great plan.
130	Depends on the choices, dollar value, etc.
131	It depends on how much out-of-pocket I would have to pay for the benefits I chose.
132	my spouse works for a privity compy, has better benefits than the state..I'd like to be able to choose what would best suit my family, instead of doubled benefits that you can't use..
133	I need a more comprehensive explanation of what "cafeteria-style benefits" means.
134	Right now we pay the same for dependent health insurance whether or not we cover one or more children -
135	need to know more about this
136	I would have to see the plans and the costs/benefits. It's all about money and what you receive for your dollar.
137	It would depend on the dollar value.
138	I am happy with the current system
139	Depends on how it is prioritized and cost based
140	depends on cost effectiveness
141	I would need more details as far as what options would be offered before I would know if that would benefit me.
142	it depends on the options available
143	If the choice is flexible and you can change as your family grows or your personal needs change....wouldn't want to be tied to a plan that was developed early in career and it no longer matches current needs.
144	depends on cost
145	It would depend upon the "dollar value" and if it were subject to cost of living increases.
146	It would depend on the option and the "dollar cap." I was disappointed recently when I went for a routine dental cleaning and ended up having to pay \$100 out of pocket because it was "over the limit" we are allowed....
147	depends on options. i could save on one thing and could be more on other. when you get some of benefits available, the cost get so high, that your paycheck get so low. it is like you are just working to pay your benefits. when ever you get an increase in pay, ins or benefit plans go up, you don't ever get ahead.
148	I need an explanation of what cafeteria-style benefits entail since I have never worked in a place with that option.
149	Would depend upon the carrier, and the potential "deal" or savings to be realized

150	If the benefits were as good and the cost as reasonable as a group plan. I also don't want to spend half my life trying to figure out the choices and filling out paperwork
151	Sounds like a positive ideas but I would need more information.
152	It would allow the employee to address the needs important to them at a particular time of their life.
153	It would depend on how easy the system was to use.
154	This would permit each individual to choose the most important or useful benefits. Some such as health care and retirement should probably not be optional.
155	It would depend on the dollar amount and what benefits were available in the plan
156	The cost is the driver.
157	if it is a better package (rates are still discounted)
158	I would need more details to better make a decision
159	it would depend on the choices and amount of money
160	depends upon how it is set up
161	Only if costs were minimal
162	I would have to see the proposition and understand how it could effect me.
163	not sure what this would entail
164	It depends on what they are serving in the cafeteria!!!
165	It would depend on the packages and what we would have to give up
166	Would depend upon availability and costs.
167	Not sure what cafeteria benifits consist of.
168	Not if it was too complicated. What we have now works well for me.
169	I don't have benefits.
170	would depend on the dollar amount allowed and the benefit costs
171	It depends whether or not this is a better option than what we currently have which is extremely expensive compared to other institutions.
172	It would depend on the benefits being proposed for the "cafeteria" or if any of the present benefits would be lost.
173	I fear any changes will be made to slight employees -- and will be dictated by the health insurance lobby
174	I don't entirely understand what you mean by creating our own package; I would need an example.
175	If the certain dollar value was truly adequate.
176	I would have to know more about this method/style before making this kind of decision concerning benefits.
177	Depends on options and the total amount available (and whether the amount is inflation-adjusted)
178	Not sure how it would work..
179	Depends on if will cost more to me in the long run...most people I know that have cafeteria style benefits spend more on those benefits.
180	It would depend on what the options were I guess, if they would meet mine and my family's needs or not.
181	depends on the cost and options offered
182	Depends on the terms and costs
183	This would depend on the options available. Some private cooperations actually have a better benefits program to thier employees that we do as State employees.
184	need more information on what it is.
185	depends on pricing and choices
186	Need more information
187	Depends on the options and the cost.
188	it sounds like a way to provide less in total benefits
189	Depends on what the costs and trade-offs are, of course.
190	if it financially helps
191	I would need to know the details of the plan. I do like the simplicity of a package deal.
192	It would depend on the quality/quantity of services available as well as how much would be subsidized by the state vs the employee.
193	I am not sure what this means
194	I chose the 90/10 coverage for health insurance. Sometimes the cafeteria-styled benefits is too complicated. I would like to see better benefits with lower payments. Rx costs are way to far out of line.

195	You could obviously price elements of the package so as to make the choice meaningless.
196	would need more information
197	It depends whether i'll be getting the best bang for my buck doing it that way.
198	I'd have to see the cafeteria style as resulting in an increase in the overall benefits
199	Not if it would cost more money
200	confusing question. Do you mean a 'Cafeteria plan' to place money into a benefits pot, or just a 'variety of health care options????'
201	It would depend on cost and value of offering
202	Depends on what the &quot;shopping list&quot; looks like and how many &quot;restrictions&quot; the State puts on the choices.
203	this depends upon what is offered in the package to pick from...
204	would want to know more
205	Only if the dollar value was in addition to what is already provided.
206	would want at least the same standard benefits, w/o having additional out of pocket expense
207	Not familiar with such an option; sounds interesting.
208	Depending on the limitations of the options and dollar values available. A person should not have to sacrifice one benefit in favor for another, but rather choose which ones are right for them.
209	i have never heard of cafeteria-style benefits. Maybe if I would know more about then i could answer effectively.
210	It would depend on the options, cost, etc.

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**Q18 Comments**

Respondents	Employee Comments
1	Either finish career banding and at least review salary equity (even if there is no money for adjustments at least document inequities) or scrap it.
2	Relocating or administratively moving some employees due to poor performance, while others may be dismissed.
3	Ability to evaluate Managers
4	Management skills training for administrators
5	Working Remotely
6	The University hires temps who are expected to meet the same goals and performance levels as permanent employees, and these same employees are not compensated with benefits, or even compensatory salary increase.
7	for years we have been doing performance evaluations and they mean absolutely nothing. Generally, they are filled out the same every year because they have become meaningless.
8	The problems that I encounter are often communication issues, lack of information, lack of interest in personnel management. This goes back to the undeducated management on the late personnel management systems etc.
9	Would like to see a more european system where problematic employees are asked to leave, and offered a severence package, rather than going through years of paperwork to dismiss someone.

10	System is too cumbersome. It is very difficult to discipline employees. As a manager, we are expected to spend too much time with unproductive employees.
11	A more standardized evaluation process for non-teaching EPA employees. Currently, the evaluation process changes with each leadership change.
12	all of the above
13	The evaluation system is cumbersome, unchangeable and irrelevant, yet some administrators can't see this and won't work to change it.
14	Another one of those questions that I'm not exactly sure how to rank responses.
15	The evaluation system needs to be revamped. It is open for too much bias from the supervisor.
16	I work between 5 and 15 hours from home each week. I have been told by my supervisor that I'm not authorized to do this. I like to help the state, but I have to do it covertly. I do not want money or comp time, I just want to do volunteer work.
17	Flexible work schedule should be available wherever possible, not just because a director does not want to do it for her staff but does it herself
18	The culture of the workplace is primary. We work in an institution that is integrated and striving to be inclusive of all its constituents. If an employer does not actively seek opportunities in hiring and staff development that embraces this philosophy then their are not a credit to an institution of higher learning and applied knowledge.
19	I don't have a problem with any of these areas.
20	Banner Human Resources has replaced an inefficient system with an even more inefficient system. Now data must be entered into three software systems and often put the old OneForm as well. Banner is not intuitive, error and warning comments do not give helpful advice about how to fix problems, and multiple comments have to be entered to reference data entered on other forms/in other software systems. I was anxious to use the system when it first debuted, but I think it is a complete disaster at this point.
21	career counseling
22	We need an improved personnel system to adequately account for our job descriptions that can be edited by the person doing the work and not by someone who has no idea of what our job entails day in and day out.
23	As with the previous questions, I don't think you will get good data out of this because the wording is unclear.
24	I hope that the OSP listens to all of the complaints that come in concerning Career Banding. Classification and job description decisions have been made here at ECU without direct input from supervisors. I would like to see the Task Force seriously look at getting rid of Career Banding all together.
25	Easier way to dismiss low functioning employees
26	Work from home
27	I have only worked here since Feb '07. So far I do not have any issues w/ employee - management relations.
28	Clarification of tenure requirements, particularly in relatively new departments. Significantly less research should be expected of those who spend much of their time developing new courses, developing the curriculum, and preparing for accreditation.
29	Faculty members should treat SPA employees with respect. There no equality in how SPA employees are treated by EPA employees.
30	A consistent and simple employee time sheet that would suffice for accountability purposes would be helpful.
31	unsure
32	I would like there to be enough staff in my department so that I do not have to work extra hours every week to meet time critical tasks. Comp time is useless if the work demands do not allow for time off.

33	evaluation of administration and unc system personnel
34	Status of fixed term faculty positions. Currently at one year appointments with no job security.
35	Safety
36	Safety on campus (not sure if this fits here)
37	Incompetent administrative leadership. Poor judgment, rampant cronyism and corruption.
38	Being able to seek help outside your own department when you know that you will be reprimanded for doing so
39	If an employee who continually does not do his/her job it should not take forever to fire them. By retaining non-performing employees the others in the office over time start to aguire the same attitude. It causes more work and dissatisfaction with the whole process.
40	Evaluations need to be done on a yearly basis, not every 6 mos. I feel that if you have a problem with an employee the supervisor will address the issue as it occurs. I also feel that the performance evaluation does not really mean anything. No rewards for doing a good job.
41	Cost of Parking for full time perm. employees
42	Career banding is a cumbersome system and it certainly is not fair. The whole evaluation process needs to be simplified and streamlined and people need to be paid according to their job performance and years of service. Get rid of all the cumbersome busywork.
43	Have not been here long enough to give good input
44	I am very happy with all these issues. I am hopeful career banding will help me make more money.
45	Over the years, I have seen unfair salary increases given by supervisors and there is no confidential way to challenge these things.
46	We need to examine a permanent four-day work week to provide for the outrageous gas prices and environmental issues. Likewise, provide for helping employees design ways to work from home 1-2 days per week (with verifiable performance of course).
47	Telecommuting
48	Promotion or hiring practices
49	reduce university work week to 38.5 hours for employees who participate in gym-work out time.
50	The system needs to be tied &quot;globally&quot; to OSP. Currently Human Resource relations are laid out as the &quot;be-all, end-all&quot; for employee concerns. I have personally been the victim of EPA-bias decisions from HR representatives and have been mistreated and ignored by those same reps. Employees need to know that if they are not receiving adequate service, there are other places they can go.
51	Being at the bottom, I don't think about management as presented above. Something that would help those of us at the bottom is some management training. Sometning specific to ECU and how management decisions are made ... specific to decisions concerning the above.
52	In Internal Medicine, it is the decision of the Department Administrator that no employee should receive an &quot;Outstanding&quot; regardless of their performance or their actual supervisor's recommendation. It is inobtainable, then it should be taken off the rating scale. One person should not have the power to do this unfair and discriminating measure.
53	As faculty, I get no formal sick leave.
54	diversity training for all new employees
55	Salary equity clearly needs to be addressed. New assistant professors are hired making more or comparable salaries to faculty who are associate professors and current faculty are earning \$22,000 - \$30,000 less than they should be according to CUPA data. Fairness is clearly an issue.

56	N/A
57	Again, career banding should be addressed, because currently it is monolithic and does not fairly take into account individual differences in employees placed into arbitrarily conceived categories.
58	Evaluation of multiple level of higher authorities, not just immediate supervisor.
59	ALLOWING FACULTY TO HAVE INPUT IN DEPT CHAIRS IN MED SCHOOL SIMILAR TO MSIN CAMPUS RATHER THAN HAVING A CZARISTIC SOCIETY IN THE MED SCHOOL
60	Supervisors do not back up employees who bring up valid complaints against underperforming workers. This reinforces a lax culture that does not get things done. And puts witsle blowers in a vulnerable position.
61	Tenure process--make it clearer and reporting of activities needs to be user firendly in lieu of unyieldy methods used at present.
62	work from home should be an option for SPA staff - this would allow work to continue when employee is sick with contagious illness, or immobilized by an injury or health condition
63	seems that when one becomes 'vested', as the years go on, some employees become complacent and think that the &quot;State&quot; owes them something, this attitude really &quot;sucks&quot; and affects others.
64	Ability of managers/supervisors to reassign/dismiss poor performing employees without concern of discrimination. Under-performing employees make more work for others and strain resources for managers. Many of these are inherited from previous supervisors. Staff employees must be held accountable for their actions.
65	Paid holidays, especially Memorial Day
66	I feel raises and advancement opportunities should be looked at and reviewed. Career banding was not well thought out, and because of that, I missed out on my &quot;in-range&quot; raise. I was already banded so I couldn't get an in-range raise, but I also couldn't get a raise under care banding because it wasn't to that point yet...
67	Please reinstate the Employee Assistance Program. The current system does not work for the employee or the supervisor.
68	flex time approved by some depts on campus and not for others..not fair to all employees if not consistent across the board. One dept allows staff to work 4 9hr days and 1 4 hour day year round..gives employee oppourtunity to bank time...other departments make you take vacation if you are 5 minutes late.
69	Allowing the staff that have been here for a period of time to have time off instead of a raise. Very often the faculty and students do not have adequate assistance and the faculty are doing the work that a secretary should be doing such as copying and stapling papers. This is very expensive for the state.
70	A lot of the above don't apply too much to faculty especially those who don't supervise employees. I think people in other positions should be the deciders here.
71	summer pay
72	Lots of talk about Career Banding but no actions to resolve pay equity with private companies
73	Not being able to reward high quality work with a merit system.
74	There needs to be an ombudsman on campus
75	in question 17 are we supposed to rate what is most important or what needs improvement? What does 'computing work time in weeks with paid holidays' mean? For 19 below, what sort of arbitration? over what issues?
76	Supervisors need to be trained to face discipline/performance issues. Too often, supervisors ignore problem employees instead of dealing with the issues. When supervisors choose to &quot;look the other way,&quot; they are doing a disservice to the employee and the department. This disservice often creates moral issues, causing the &quot;high performing&quot; employees to feel neglected or unappreciated.
77	Classisum needs to be addressed big-time! Way too many people that work here in a management position feels like you are nothing more than a worthless piece of flesh and should jump and run when called for like a dog! Most of what is listed here, are policies. What about the way that people carry out their jobs? How someone does their job is just as imporatatant as what they do!!

78	It takes an act of congress to fire an employee who is doing a marginal job. This hierachical structure really handicapps the departments ability to become efficient and select people who will excel at the job. Also, since there is little room for staff to advance in salary, without leaving one position for one on higher rank, the employee opts to leave the job for a higher rank job. This really undermines developing efficcency and culture within departments. very counterproductive.
79	Many of these issues have not really come into play for me, so I don't feel I can rank.
80	How permanent, and other, part time employees are treated.
81	Career banding is an unnecessary burden. Employers should be able to list a job description in a paragraph, and rate their employees in a quick, efficient paragraph once a year.
82	As a part-timer, not aware of any. I work full-time as a Dir of HR in a NC community college.

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### Q21 Comments

Respondents	Employee Comments
1	I think that a panel consisting of people from all UNC Systems should be the determining factor.
2	this should be kept private and worked out with only the major people involved.
3	Panel consisting of members within and outside the university
4	I don't have a good answer. Many good workers are afraid to complain. Many bad minority workers complain and are given a pass. It makes it impossible to believe in the concept of equality and it exascerbates bad race relations. It continues to foster a disfunctional organization.
5	A mixed panel from within and outside the university system that includes the chancellor.
6	Should be determined by a panel within the University (made up by the employees peers) and the Chancellor.
7	The reason why I chose other is because final decisions should be made by organizations who are familiar with the problem to decide on adequate actions, not by an outsider or the Chancellor which is based on "Hear Say";
8	I think some one who is not "friends" or connected with the university that can be objective should make the decisions.
9	I feel that you need representation from outside of the University so that others can understand the system that you are coming from. In addition, you need those who are outside in order to give a fair and unbiased opinion and solution from those who have no threat of reproccussion.
10	I think it should be made up of a diverse group.
11	A combined panel.
12	A panel from within the University and a representative from the Chancellor's office.
13	Panel within university & outside university system

14	Mixture of outside and inside personnel
15	Witnesses current and past that can attest to your job performance and your character - medical doctors when appropriate - when you have to defend yourself you need the best defense - you should be able to screen your potential grievance participants as you would with your attorney as in a court of law as this too will have a lasting impact on the rest of your career and life as a whole - it is too much nepotism around here for you to get a fair jury of your peers as the saying goes - if you compare the # of grievances lost to the # that has won you will an alarming # - very few win - and once that person has gone through a grievance - they are soon gone for some other reason - go figure - you are d...m if d...m if you don't - it is not a fair process - I hope I never have to go through this - I have seen what has happened to PAST - co-workers -
16	I do not have an opinion in this matter.
17	mixed panel
18	Panel with both ECU and outside members
19	A panel made up of University and UNC System state employees
20	The Chancellor and NOT someone else under him or her!
21	Possibly a panel of inside and outside people chosen according to the position being discussed.
22	an Assoc/Asst VC or VP but not the Chancellor
23	A panel from within the university system but outside the home university
24	Panel in and out of the system held separately and then jointly to discuss concerns
25	N/A
26	A mixture of inside and outside the university system
27	A combination of a panel that understands both sides of the equation as it relates to the employee.
28	Panel consisting of outside arbiter and University panel
29	combination of panel within the university and a panel from outside the university
30	I am leaning toward outside the university but I do think that there should be some university connection and say in the process so I would combine the Chancellor and the outside panel. It gives the voice to the university and the Chancellor would have some autonomy in keeping with a positive mission along with his advisers input and then the outside panel can provide objectivity for the employee
31	An outside panel and then sent for Chancellor approval
32	professional, certified arbitrator
33	joint panel 3 outside 2 inside
34	mixed panel ....representatives from within and outside the university .....on "final decisions"
35	a panel consisting of university and nonuniversity personal
36	N/A
37	A panel consisting of members within the University system and outside the university system.
38	I'm not sure.
39	An inside/outside panel with half selected by the aggrieved party.
40	Perhaps a panel within the larger NC University system but outside of ECU
41	The choices are flawed - within the University - do you mean ECU or UNC-GA with the same for the outside the University system. The ECU Chancellor is out-of-touch with the reality of issues and people-sense of ECU staff; therefore, that would be a wildcard choice.
42	Panel of peers that understand the issues at hand
43	A panel within the university with the Chancellor having veto power if necessary.
44	if an internal panel must be represented of university makeup (not limited to administration) and those with grievance should have protected from retribution

45	be combined of University and non-University employees
46	A mixed panel with room for appeals.
47	Combination panels from inside and outside the university.
48	what kinds of grievances and appeals?
49	A panel made up of internal and external individuals.
50	A panel made up of internal and external people.
51	a panel of university employees in all job levels
52	use the office of administrative hearings, like other state agencies
53	A panel or entity outside the University simply because someone totally impartial to the personalities that is only concerned with the "facts" should make the decision.
54	As a police department supervisor, I find that HR personnel have no idea what is important to law enforcement. Firing the unproductive and problem officer takes an act of congress and takes forever compared to a city police department.

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### Q23 Comments

Respondents	Employee Comments
1	The University needs to operate more like private industry, it has been given resourse with the establishment of CSS employees, etc. but does not seem to take full advantage of said resources as UNC Hospitals have. The hiring process should be based more on supply and demand and less on clunky bureaucracy.
2	Those are stupid situations
3	When a job opens up in a department, if there is a qualified employee working in that department, they should get the job.
4	Legitimate open job searches
5	The poor track record of getting paperwork completed in a timely manner. We have lost three potential faculty members because paperwork at the administrative end was not completed in a reasonable time.
6	I believe an employee should be rewarded for what skills they bring into the job with them or acquire while on the job. I do not believe an employee should be rewarded with pay increases if they do not perform above the minimum standard. However, there should be a process in place, by which they can improve, rathan than just automatic termination.
7	Reasonable increases should be made for promotions AND the money to do so should be available.
8	extra benefits for longevity like free parking for employees with 30 yrs; a separate check for longevity not add it on to regular pay; merit increases...I've had excellent evaluations with no financial benefit.
9	I don't have a problem with any of these issues.
10	As with previous questions, I don't think you are going to get good data because this is unclear. I am answering all of them to the best of my ability.
11	To better SERVE ECU, the region, and our community, we need to take better care of our Faculty by showing appreciation to them for their dedicated efforts to serve the students by offering employment on a long term basis which will build strong loyalty and passion into the university.
12	We should all strive to hire the very best that we can find. There are times when we need flexibility in offer amounts at the department level. ECU Human Resources seems to be more interested in keeping ALL SPA employees at the same level regardless of their experience, or value to their departments. Good work can not be rewarded because of the limits of Career Banding. This is horrible for staff morale and just encourages people to do mediocre work. It is not surprising that State Employees have the reputation that they do - just do enough to get by. I have worked in the private sector and here at ECU for 8 years and I have never seen anything in Human Resource management more hurtful to employee morale. Staff that I have spoken to on campus have, for the most part, just given up. Shame on the ECU Administration for letting this happen to their staff.
13	Allowing persons retiring to have part-time employment without having to stay away 6 mos. This not only hinders morale and productivity but with the hiring process taking the length of time it currently takes, it is good business sense to appeal this law.
14	easier way to hire, fire and give raises

15	I would like the process to dismiss problem employees to be easier. There are too many employees shuffled in the system that are not worth keeping. It is too difficult to get rid of a bad employee.
16	getting OSP back involved with the hiring process for positions (in house and from outside) in or to restore fairness based on qualifications/salaries by the hiring unit and other units.
17	there needs to be continuing budget for promotion's, which are often delayed or not done due to lack of funds, not due to lack of qualifications
18	Valuing performance
19	Greater consideration of employees OUTSIDE the UNC system or the state. Having been on the outside trying to get in with a university, I know that it was incredibly difficult. Now that I have participated in the interviewing process, I can see why -- ECU experience is weighted in the decision-making process to the point that for lower positions, almost no one from outside the university stands a chance of being hired.
20	does the faculty have input in employees hired (or personnel changes made) by the administration?
21	N/A
22	I think the way we market our university and also the way we promote our product...do alumni speak positively? DO they feel connected to the ECU community?
23	Again, many of these options are unclear &quot;valuing education.&quot;;
24	This does not apply to my situation.
25	The problem with most state employee - they believe that it takes an act of congress to fire them Supervisor have a very hard time of dismissing an employee. Empower Supervisor with options for change.
26	Have not been here long enough to give good input
27	Hiring ....the best available candidate that meets/exceeds the needs of the position.  Promotion .....An outstanding employee that exceeds the expectations of the position on a continuous basis, providing additional benefit to the university not necessarily written in the position description.
28	The university needs to stop cross promoting people that have demonstrated an inability to do their jobs. The whole community knows that if you are a high level administrator it is impossible to get fired!!!! The university will find you another job doing nothing for the same salary. If you can't do your job you should be fired! This goes for main campus and Brody.

29	Looking a persons experience and not always their education..even though education is very important I believe experience should be as equal.
30	I don't think this questionnaire addresses this but my biggest problem with the University is not having enough faculty. We've lost our minor and our students are often barely able to get the classes they need to graduate. I've often had to teach over 12 hours in order to serve the students. While funding for faculty seems to drop, funding for administrators seems to flow endlessly! I have a lot of resentment because of this.
31	N/A
32	Re-evaluating positions so that an employee who is doing an outstanding job in one position can get a raise without having to leave the position. Currently we lose able workers because of ceilings to raises in their positions.
33	Fix salary ranges such that new hires do not make more than current position in the same role.
34	As an employee that benefited from extensive &quot;work&quot; experience without a 4-year degree, as to obtain a job, when compared to other applicants with less experience but bachelor degrees; the system worked in my favor though in other instances, this does not happen. Experience has a definite advantage at times.
35	More training upon initial employment.
36	Establishing and enforcing clear expectations for employees to perform their job duties; refusal to allow employees to receive pay in exchange for non-performance.
37	I have found that it takes a really long time to get an employee hired through our HR department. I would like to see that time decreased so that we could be more efficient.
38	COMMENT: In 23 years of service with ECU I have been personally discouraged by our University's lack of interest or whatever the reason may be to promote me for positions I have been qualified to fill.
39	The hiring process is too bureaucratic. We only can hire after the dean approval the letter, it takes more than weeks to get that done, by the time we get the letter out it is already too late for the best candidates
40	There needs to be a College/Unit and Campus wide introduction to ECU for new employees. When I was hired, I didn't get as much as tour of our current facilities. The orientation at the beginning of the fall is fruitless if you were hired 8 months before that. YOU've pretty much figured it out by then.
41	This method is used to hire employees and the fresh applicants do not get a fair chance. Some slick folks get in as volunteers and have an added advantage. Jobs are pre-determined. Go through motions of interviewing. They already know who they will hire. Waste people's in almost all instances. Makes me angry the way they treat people.
42	similar to my previous comments, I find this sort of question very difficult to answer. Are you asking what is most important generally or what needs to be improved specifically? I do not know what some of these categories mean. What is 'hiring UNC system employees'?
43	I understand that because we are a university we value education very highly. The problem is that too much value is given to education already. We should hire an individual that can perform, not one with 14 pieces of paper.
44	Hiring Nationally and Internationally, without barriers
45	I was hired for a job because I had so much 'life' experience and could bring a lot to the table. I thought my performance was satisfactory, but another employee was reassigned to my job because she had a degree in that field. I was left to train her to do my job and am still answering her questions even though the 'switch' was made 7 months ago. She has no clue what reports are needed or how to conduct internal checks for accuracy. My boss wanted her degree in that position and now I am doing both jobs. Basically I see this as a demotion.
46	simply valuing people
47	Providing specific unbiased criteria for conducting search processes.
48	All of these issues are important. The level of importance depends on the situation. Hiring, particularly off of grants, should be streamlined because often a qualified person is known before any of the advertising/hiring process takes place. The system is much too cumbersome and inflexible to meet the rapid demands of personnel used on grants.
49	Valuing work experience in salary consideration.

50	Over the years I have seen a number of supervisors misuse the policy that requires interviewing three candidates for a posted position when there is clearly an internal choice that has already been made. All this does is waste time, money, and abuse the people who apply in good faith assuming that they have a crack at the position.
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**Q26 Other**

Respondents	Employee Comments
1	If the employees are led to believe that they will move forward if they accomplish certain goals, management should both encourage their efforts and reward them.
2	Adequate supervision (goals, agenda setting, sharing of information, inclusion in activities, encouragement and recognition of effort)
3	providing time off and financial support for employees to attend short courses and degreed courses at other institutions that prepare employees for strategic advancement in their field or another field that helps the university - i.e. moving from business services to a promotion in financial services (Associate VC to VC)
4	The trend in the past has been that employees acquire all of the development course, and strong performance rating to no success of promotions. (Too political)Note: There are many employees with more education and experience than their boss which presents many problems for the employee.
5	As with other questions, this is unclear and you are not going to get good data.
6	Be allowed to grow through other opportunities, going to conferences, attending classes, and not always the same people going each time and every time if it is or relates to your job then everyone should have the opportunities to attend and grow.
7	Provide training to administrators
8	Acquiring the skills to do the job that the person has.
9	None of the above. Need to have a system that has less bureaucracy . d
10	I do not have an opinion on this subject.
11	competitive allowance for continuing education in profession and field
12	allow work time to attend improvement sessions.
13	Decisions for staffing needs and the level of competencies needed in each department should be handled on the department or school level - NOT in the Human Resources department. The top level administrators should be trusted to know what is needed in their own schools. Employees Human Resources sit in their offices and base their classification decisions on job description templates, flow charts, and organizational charts and do not go out and spend time in the departments and schools with the employees and their administrators to find out what is actually happening (unless their is an appeal). There is no "human" in ECU Human Resources now. Was it because of the enormous scope of the job to re-classify everyone that we were all treated like a generic "job title"??? Here is an example: We have two employees in one office - with one being responsible for hundreds of budget lines, all purchasing, and many other responsibilities. This person is given the very same classification under "career banding" as an employee that handles student records and auditions. While

14	Having information on career opportunities across the University System
15	Currently fixed term faculty have no representation in the faculty senate. Only tenure track faculty are represented.
16	ensure that all employees are doing equal work. remove those that aren't making equal contributions. eliminate tenure-one year contracts for all employees.
17	N/A
18	There are already many opportunities- just would like a more academic atmosphere.
19	Supporting employees serving on community boards and organizations
20	cross training
21	Leadership development opportunities for those who display leadership qualities, serve on various University Committees, and whose job performance/evaluation indicate they could be a candidate for leadership.
22	While a college degree is desired the system should recognize past work related experience for those individuals who do not have a college degree.
23	Have not been here long enough to give good input
24	Recognizing the true worth of an employee based not on the color of their skin, but how well they perform and rewarding that employee with an increase in their salary.
25	Providing time needed away from the job to attend career development opportunities; providing staff to cover for employee to attend these sessions.
26	Faculty ought to have sabbaticals to pursue research collaborations at remote sites.
27	Development Timeline: If an employee is looking for longevity here, it may help to map out where they could go early on. If there is no room for growth, the employee can recognize that early rather than "spinning their wheels"; waiting for advancement that will never come. It could also help recognize administrators who stall employee advancement. These are real situations that ECU would do well to address.
28	Cross-training opportunities
29	Career/professional development opportunities external to the university are beneficial, providing inter-action with peers from other institutions. The issue (perception within ECU)? ...Department discretionary funds are not always available to fully (or partially) fund staff, forcing an employee dig into their own finances.
30	N/A
31	I do think that ECU provides all of the above for their employees. It is up to us to utilize what is available to us.
32	Allowing employees to take 4 classes per year, rather than 3 using tuition waivers. We have four course sessions at ECU.
33	For the 20 years of service or plus professors to get a break on their creative activity/research demands so they can take summer classes and refresh their teaching. It would be nice if the University offered funds for this 'refreshing' of the mind. I've taught over twenty years and I'd like that.
34	Discontinuance of the practice of promoting an employee as a means of avoiding disciplinary measures.
35	I have required amounts of training for my position, but this is not funded by the university. I feel if the university is requiring the training, it should be available to staff at no cost.
36	Employee Training is almost non existant except for in house generic opportunities
37	Mentorship
38	Being able to attend education seminars/events; now it is impossible to leave work area for education d/t low staffing
39	Having a merit system in place to encourage staff development.
40	I am a proponent of making training materials, classes, & time available to help employees am against advancing them or saying they are now qualified simply because they have taken a class.
41	Giving employees a shot at higher jobs and when they do a great job, pay them for what they are worth.
42	Take better care of part time employees

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Q28 Other

Respondents	Employee Comments
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1	ECU Physicians needs a CEO quickly! The Group Practice Managers don't seem to get any information and some of them purposefully withhold information from staff for political/control issues. The GP Directors need oversight and to be made accountable.
2	The recognition that working conditions are most important for retention, and the flexibility to improve working conditions to facilitate retention.
3	I fail to see how a personnel system will improve physical safety and security!
4	All the above issues are important and I am unable to think of one as more important in the realm of what I see already being done.
5	As with other questions, this is unclear and you are not going to get good data.
6	would like to see more random evaluations on managers and supervisors.
7	I do not have an issue w/ any of these topics. I work at an off site facility and do not have any problems.
8	I hope that PACE will look very carefully at the creation of college offices and duplication of work efforts that it creates. We should save money by getting rid of the "middle management" and focus our efforts at the department levels where the students are! save millions of dollars.
9	highly technical workers should not be required to work in cubicles, but should have to privacy of an office to work.
10	N/A
11	Have not been here long enough to give good input
12	I selected "Departmental Autonomy" in that I believe it is very important that we maintain it.
13	I don't like "Class" separation of staff. I've found that those on the bottom are reluctant to go to supervisors for help when it is needed. Also, as a technician I work with a lot of department heads and directors and even the Chancellor. I think it is more important to render respect of the office to the person than to separate a person via class. Departmental autonomy is ok up to a point. We are all a part of the UNC system, which in turn is part of the State of North Carolina. Parking is expensive...Is there any chance of getting a bus route to Winterville? On stop with a parking lot (for those far away from the stop) would work.
14	MY CAR WAS PARKED IN PARKING LOT AND WAS HIT BY STATE CAR WITH A TRAILER THANK YOU
15	Our workload continues to increase with no decreases. There are only so many hours in the day and I can't possibly accomplish all that needs to be done.
16	The change in hours for parking in A1 lots did not make sense. Faculty must fight for spaces now to get anywhere near the buildings in the center of campus.  Forget about trying to stop by to get a book for research or to pick up papers for grading. A quick 5 minute run into the office turns out to be a 30-40 minute trek. If you have a sick child in the car where you are not able to make the long trek, you might as well call it a day and grading can wait.  For situations such as these there could at least be an accommodation for a few timed spots like A1 ten minute parking, even if the university cannot go as far as strictly faculty lots.
17	Too much administration. We could use more faculty but it seems all we get are new administrators. I resent that.
18	I feel the university should look at the cost of parking and how the system works. To charge employees to park that work here is just unreal. The cost should at least go down.
19	Cube offices should be eliminated and work from home programs should be enhanced.
20	Yearly performance evaluations have turned out to be just a piece of paper. There is nothing tied to it, even when money is available, it is distributed departmental wide and not truly based on merit. The same scale is not used within the system for evaluation as some depts feel that if you are doing your job and even excelling in it, that is a Good. Others judge based on their personal relationship to their staff and randomly give all a good or exceeds.

21	We work in cubicles where there is little to no privacy. I supervise a team of 4 staff and have few options as to meeting locations when I need to conduct evaluations or have one-on-one meetings to address performance issues. I also do consulting over the phone with campus users and I know this is very distracting to my co-workers and vice versa. We desperately need more individual office space to increase privacy and productivity.
22	There needs to be a "how to work here" manual available to all prospective and current employees. Folks don't have proper information on parking, the tenure process, etc. We need a one-stop document that leads all parties through the systems, a Pirate Bible, so to speak. The information is available, but one has to know where to look--why not put it into a document that is as frequently referred to as "Appendix L",, etc.?
23	Making sure people are at the job
24	in Question 27 does 'departmental autonomy' mean that the respondent would be saying that more autonomy is needed or that autonomy is the problem? I do not know what many of the responses would mean, so I cannot answer them.
25	rediculous mix in the above
26	Better mentoring of newly hired faculty.
27	Departmental autonomy, while in theory is a good thing, usually results in duplicate functions and paperwork. It becomes another "red-tape" barrier that faculty/staff/students have to break through to get anything done.
28	State of the art equipment and media tools to use for class, ie videos are so obsolete.

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Q30 Comments

Respondents	Employee Comments
1	ECU has a great process by which the administration communicates and supports the staff; and also addresses staff concerns. This works well at ECU and is a great benefit in addressing staff concerns. However, there are many issues which are controlled by OSP and the legislative process.
2	Training
3	I think the BSOM dean and Dr. Benson are doing an excellent job in responding to concerns of the staff. As they don't have direct control over the MFPP, I wish there was a person there to make the deans' response "trickle down" to CSS employees.
4	ECU, has a lot going for it,safety has changed a lot and I see more of a police presence.
5	The current migration away from legacy paper work processes and systems to enterprise systems and more efficient work processes. Once we eliminate faculty and staff who work exceptionally hard to resist moving forward and do not promote visionary thinking, we will be on our way to bigger and better things.
6	Vacation / Leave time is good
7	The working environment is pleasant and it feels "secure";
8	HR Training opportunities
9	time for faculty to interact with colleagues and share research and teaching ideas
10	facilities
11	There is a good system re. vacancies across the university system. My perception is that often decisions are made about appointments/filling vacancies before the job is even advertised.
12	do not change the longevity pay for career employees. do not eliminate retirement options at 30 yrs of service. do not eliminate paid healthcare insurance after full retirement.
13	The way coders are billing
14	n/a
15	Recruitment process
16	Summer Schedule
17	Not much is working as it should be.
18	not much
19	Information Technology
20	great email system to get messages out. Good website.
21	Faculty's ability to have input regarding their teaching responsibilities.
22	Inter-departmental cooperation seems to be working well.
23	I can't think of anything right away. I am sure some things are in place that work.
24	Electronic Pay Stubs
25	Annual leave time earned.
26	retirement system
27	Hiring procedure
28	Shared Governance (some times)
29	Most things except promotion opportunities.
30	not sure about that -
31	The climate survey set the stage for improved communication. Procedures work within divisions, but not necessarily across divisions.
32	I have only been employed a short period of time. I am still assessing how things work here and do not have enough information to answer this question.
33	I think everything could stand to be changed.
34	The old summer schedule - time off on Friday - worked great! Although this summer's change was okay, it was not appreciated in my office.
35	Moving services works very well; most housekeeping services; technology infrastructure good although support seems to be lessening
36	Retirement benefits are good.
37	The current focus on getting things done and trying to get the dysfunctional bureaucracy to be less error prone. This should definitely continue.
38	The retirement program and access is good.
39	There is always room for improvement in any area.
40	I cannot think of anything one thing that is working very well. The overall system is not broken; there are many wrungs missing on the ladder of success.
41	Allowing employees to take 3 classes a year to further their education and the text book loan program.
42	Ability of individual departments to set promotion and tenure guidelines for department faculty.
43	At this point everything has changed at the university and we are transitioning into Banner Finance, HR, anticipated new PES system, Career Banding, Purchasing system, etc. At this point can't think of anything that hasn't changed in the last few years.

44	There seems to be a variety of professional development offerings at ECU.
45	not much
46	Hard to say, i've only worked here 2 months. The attitudes of most staff and faculty seem very positive creating a pleasant working environmnet. Attitudes should continue to improve as people figure out how to operate Banner.
47	Benefits are goods.
48	Nothing, I think the whole system needs to be revamped.
49	I like the fact that we have no choice but to contribute to our retirement program.
50	The Holiday Schedule
51	Announce system is very nice and very helpful.
52	Generally folks get along.
53	It seems very hard to encourage folks not doing their part to set up their performance.
54	New parking is working well.
55	the pay period and method
56	Benefits are out of this world.
57	nothing
58	state based salaries
59	to be perfectly honest, not a whole lot
60	nothing
61	Paid leave if very ample. Flexibility within a department on work schedules.
62	Sense of community.
63	No opinion.
64	the benifits are very good
65	Shared leave is nice. I have not personally used it but for people who have emergencies it is nice to know that fellow co-workers can donate their time to help. The culture and atmosphere of working on an academic campus is very enriching and is one of the reasons I remain here. I fear that some departments and areas of the university try to suppress that atmosphere in an effort to be more "business-like," "clinical" or "corporate" and less academic and eclectic if you will. I think that is sad, because that small intangible benefit is one of the few that ECU brings to the table yet I feel it is slowly eroding. Once it is gone completely and there is no cultural difference between working at ECU and working in the private sector, there will be an increase in attrition (even worse than the one we have now) due to the salary inequities between ECU and that sector.
66	The chancellor efforts in trying to make the University a working environment for all employees with fair treatment. The means are being addressed, we now need results. Some of his direct reports walk like a duck, but has their own agenda. While there are always needs for improvements ECU has made make great changes within the last 5 years that benefit all employees.
67	Quality of Faculty hired. However, the distribution of positions by the deans is not working well.
68	the insururance that is paid by the company for single/divorced employee (free of charge to employee)
69	well, i've never had an issue with payroll. that seems to be working well.
70	no comment
71	I do like the benefits. While some may complain, compared to other jobs that I have had, they are great! I feel quite spoiled. I do like the flexibility of my work time as a faculty member and having autonomy. That is great and that does help tremendously. I can not explain how valuable that is as an employee!
72	no comment
73	People still communicate by phone and drop by. There appears to be an effort to raise SPA salaries in certain banded categories
74	Security
75	I believe there are great opportunities in front of us for the next ten (10) years -and- I am encouraged by the outstanding attitude on this campus to embrace growth! I truly believe the majority of employees are thankful for their opportunity of employment -and- that they are SERVING the students with passion!
76	I like the way jobs are posted.
77	I think the vacation benefit is generous.
78	I think a lot of things have really improved over the years, the system in general is good. However if the managers and departments do not do or follow them then you start to have problems. Equality does not exist, if that is what you want to say then that needs to be fixed.
79	Summer Friday work schedule.
80	Can say really.
81	Career banding seems to be working well. Just need to get the appropriate salaries for employees whose rating was upgraded
82	No Opinion.
83	Independent decision making at each university

84	In general our faculty, staff, and administration work well together. I think faculty's voice is heard and respected if you are tenured, but fixed term faculty do not have this same valuing nor do staff in general.
85	Holiday Schedule and paid vacation....both are generous
86	options for retirement are good
87	Distant Education Opportunities for faculty to work from home
88	?
89	Many things work well
90	The present administration at ECU appears to be working rather smoothly and shows respect to the faculty.
91	very friendly place;
92	assignment of value to education and belief in lifelong pursuit of knowledge. Atmosphere of collaboration.
93	The Four and Half Work Days in the summer are a real Morale Booster and I do feel taking it away would only discourage employees with the cost of living expenses and the low budget raises in the past few years!
94	The encouragement to become healthy. The motivation from personnel is amazing.
95	I think leave time and insurance benefit is great
96	I think everything could be made better. Nothing is perfect.
97	Direct deposit, electronic pay stubs. The NC Flex on-line benefits application, the on-line job vacancies and on-line application process
98	There are many professional development opportunities for SPA employees. More people should be encouraged to take advantage of these opportunities.
99	Your efforts to include us in decision making. At least get our opinion.
100	????
101	Supportive autonomous environment.
102	Flexible scheduling is a jewel! It is wonderful to be able to work my 40 hours but come in a little late, stay a little late, etc. It makes it so much easier to have a good quality lifestyle!
103	We are heading in the right direction with our banding of positions. Allowing staff to take classes at no fee should continue. There is no excuse for someone not completing an undergraduate and/or graduate degree if desired. I earned 2 degrees while working at ECU. I now direct my department and would not be in this position if I had not been given the opportunity to complete my degree and allowed flexibility in work hours to do so.
104	Nothing. Everything should be improved upon.
105	Encouraging professional employees to function independently.
106	the biggest problem is that once you have a job you cannot make more money unless change jobs. there needs to be some sort of career ladder.
107	the plumbing
108	The range of benefits provided by the university is outstanding, and is a great value when one compares cost to benefit.  Library borrowing privileges are great as well.
109	not much!
110	Faculty Senate
111	E-based educations and systems.
112	The mail service.
113	Updated computer labs
114	Really just about everything. Pay increases are always needed. I would like to see faculty sabbaticals. Better way of dealing with the responsibilities of faculty that are ill for a long time.
115	The College of Education performance rubric
116	Absolutely nothing except after the initial hurdle of getting and employee into the system there is a consistency about getting them paid
117	COMMUNICATION VIA E MAIL
118	Vacation and Sick leave accrual
119	Everyone works hard, but banner, career banding is not all that we were lead to believe. SO many changes at one time with all the day-to-day work that must continue, administration fails to see the stress they put on all of us to perform.
120	There is plenty of pride surrounding athletics...especially football.
121	Ability to get in touch with personnel as needed.
122	Shared governance
123	amount of vacation and sick timed earned based on years of service
124	I have found the ITCS support very helpful and professional. Also, the move to an electronic basis for university business (reporting grades, BlackBoard, etc.) has led to greatly increased efficiency and effectiveness.
125	The senates.
126	nothing at this point and time!

	I think that the Dean's Office is working very well. I think there is too much emphasis put on athletics, and not enough on academics.
127	I have been at the university for 13 1/2 years. If we were still going by pay grade, I still would not be a mid point. I think that all employees with the same pay grade or career banding should be making close to the same salary. I do think that the employees who have been at the university for a longer period of time should be rewarded with a higher salary.
128	New parking system.
129	I think the performance evaluations work well
130	The University is moving forward with many initiatives. We are growing, getting more name recognition throughout the state and the US. We should continue to grow and not be afraid to expand and continuously improve. Leadership at the top goes a long way. Quickly fixing problems when they occur (e.g., the fiscal scandals or the safety issues in and around campus).
131	the benefits i think we have great benefits compared to other places such has employee's health insurance being paid and time off. that is whay keeps me here
132	emphasis on quality of teaching, caring atmosphere--faculty to their students
133	opportunistic environment, with many opportunities for leadership and improvement of efficiency
134	All aspects of the institution shuld be open to change.
135	Nothing
136	PeopleAdmin system.
137	Pretty much everything...I am afraid too much tinkering by this "task force" would create change for the worse.
138	Free class for employees
139	Allowing State employees free health insurance and ample holiday leave; though would like to continue to have 1 week of for Christmas.
140	Cooperation among employees
141	HR providing classes to the employees. Great Job!
142	I think the system should improve over all
143	Nothing special - just day to day operations. Upper management does not ask for opinions of staff. Staff have a lot of knowledge and could maybe help prevent some of the bumpy situations. Upper management does not want to follow the rules sit forth in the Office of State Personnel - want to treat the University as a private sector. This is not wise, because when the rules are followed, all employees are treated the same. This caused confusion among employees.
144	I believe that the dept that I work in is really starting to turn around. There are just a few believe that they can come and go like they want to and really do not think that they have to answer to anyone..that is with taking vacation and knowing that they probably do not have that much time saved up and other things
145	I think the flexibility of summer schedule hours or work schedules is good. Educational and staff development workshops. Career banding
146	We have a GREAT Human Resources Department. John Toller should stay forever.
147	Family feeling with fellow employee in department.
148	There are always opportunities for improvement.
149	The opportunity to move within the university after probation period.
150	Don't know yet
151	N/A
152	Supportive work environment.
153	The move toward more professional development. Our current leave time. Longevity pay.
154	It is a great benefit to have a lot of time off at Christmas
155	Allowing Schools and Departments to do their jobs with out getting in their way and mirco managing.
156	Efforts for career-banding.
157	most things are great. parking is an ongoing problem but I suppose that will always be the case. I am thankful to work here and feel very well taken care of.
158	I don't think I'm able to tell because I've been here less than a year.
159	Professional staff development and training opportunities
160	I think the fiscal system of accoutability is working very well. It could be enhanced within individual departments by cross-training.
161	The training sessions for new employees is very helpful.
162	Time sheets done once a month seems to work well.
163	The employees in the benefits office are extremely helpful and available to answer employee questions.
164	Generally, this is a great place to work.

165	I do not believe that a lot of change is necessary
166	Of the questions asked, I believe that the adverse weather policy is already very good and I like the fact that we use electronic pay stubs. The benefits packages are also very good in the UNC system and I am satisfied with the services provided.
167	Direct deposit
168	direct deposit and longevity pay
169	I think this is a great University but there is always room for improvement.
170	Progressive attitudes and growth
171	ECU's continued growth and promotion of itself
172	The Summer schedule. Longevity based leave. Longevity bonus pay.
173	Housekeeping does a fantastic job. The grounds are kept well. Paychecks seem to arrive on time. The benefits office works hard, and does things well.
174	nothing, we all need change once in a while.
175	Integrated email & phone system, all of the IT functions, and excellent communication exists between faculty and staff in most areas.
176	The educational benefits provided by free tuition for three classes per year. I think that if people are working at an institution of higher learning, then they themselves should be always formally learning. Or, those employees who take advantage of the free tuition should be rewarded and recognized (financially/time-off) for doing so. we should "Walk the Talk" in honoring the value of higher education. I actually think there shouldn't be a limit to the amount of paid tuition by ECU that an employee can take in a given time period.
177	Holiday schedule
178	I think the planning of growth is a great sign. I also think recent changes in the way we used to do things. For example making the main graduation more important than the department graduations is a good move. The overall restructuring of ECU while keeping it unique to its traditions by following the strategic plan is good because it brings the university up to date and in line with other competitive universities so students can make a better transition beyond ECU rather than catching up. We are making the right move to give students a foot ahead into the market place. Growing pains are a reality that the students are learning first hand and we are involving them in those solutions.
179	Nothing works as an SPA employee in relation to job opportunity. Benefit program is OK.
180	I believe that change is important for all entities that are part of the ever changing world situation. A center of education needs to be on top of the latest innovations while still acting as a repository for past history. Nothing should remain static. Therefore, everything should be subject to change as dictated by the changing environment in the University and the private sector. An important change would be to allow flexible work schedules that are not left up to the discretion of Division supervisors. Employee childcare would be another good change.
181	Vacation and sick leave
182	I don't think anything is working "very well." We are skimming by with adequate service, but that is wearing thin. The climate survey showed the rift on campus between classes, and yet the Chancellor, Administration, and HR have yet to address it. From that statement, I'm reminded that one thing is working well here: Denial.
183	I think we have good benefits and I have had no problem getting the health and dental care I need. I am a healthy person for the most part. I would love to see some healthy facilities on the West Campus to encourage exercise.
184	Training
185	I like 1. the website that posts the positions available at the university. 2. courteous and responsive personnel staff at the university. 3. the on-line training the personnel staff provides at the university.
186	The staff morale at ECU is just bad. I come from private sector which many do, and the morale is just up there. You have more flexibility, legally. In my dept we do a flex schedule when we can, but that is just between us. It should be dept wide. Asking people to work 50+ hrs and not being compensated in some way is just OUTRAGEOUS. I don't get paid "big money" as do MD's. I shouldn't be held to the same standard when it comes to putting in the hours.

	<p>I believe the termination and appeals processes are working very well. There are too many personalities who would terminate good employees based on personality conflicts rather than job performance, and I think the state has done an excellent job in protecting employee rights.</p> <p>The new People Admin site has done wonders in reducing the amount of paper being used, and making the hiring process better, in the fact that paperwork is no longer lost in inner-office mail.</p>
187	The electronic pay stubs are fantastic.
188	A lot of times I think I have a better way of doing something, the problem is that I don't have a big picture of how a specific job integrates with the rest of the university. I have also seen this with some of my colleagues, they need to make decisions based on incomplete data. Supervisors should give out more information on how things fit together. If they did, they would get a lot more help from the bottom ranks.
189	the payroll system
	<p>It's hard to say after answering the questions in the survey. In most senses I don't think the university is a great place to work, but there are limitations when you have chosen to live in Greenville.</p> <p>I have received two outstanding performance evals and they mean nothing so what's the point of having evaluations at all. In addition I have found that job descriptions written by department tend to be vague and not specific enough to really communicated what a position is about. It seems HR should be more involved in the entire process.</p> <p>In my previous positions I've been able to flex my schedule but now it is not an option with my new department which creates a bit of strain on my life. Flexibility was the thing I enjoyed the most.</p> <p>I also think a university wide dress code should be established giving some guidelines. I have always dressed business casual but was told recently that a tie was required.</p>
190	I guess this box wasn't for these things. Sorry, it's my only chance.
191	Summer Schedule, Discount at Rec Center for University employees. Amount of vacation time given. Comp time given instead of overtime pay.
192	benefits
193	Chancellor Ballard
	<p>The direct deposit and electronic pay stub system is very efficient.</p> <p>Use of One-stop to address personnel issues is appropriate but could be expanded. AVOID Banner for everything - it is too labile in its functional ability.</p>
194	Availability of professional development sessions
195	One Stop for access to own personnel information
196	One Stop for access to own personnel information
	<p>I think the education of the medical students and residents is above average here at BSOM. We have committed faculty and staff to the students. My only suggestion would be to have the educational divisions under one Department as some departments do not value the educational aspect of teaching and therefore don't give the resources or time allowances for faculty that are needed.</p>
197	I think the education of the medical students and residents is above average here at BSOM. We have committed faculty and staff to the students. My only suggestion would be to have the educational divisions under one Department as some departments do not value the educational aspect of teaching and therefore don't give the resources or time allowances for faculty that are needed.
198	Job class worked fine, should not have gone to career banding
199	not much
200	SUMMER SCHEDULE; BUILDING RENOVATIONS AND IMPROVEMENTS ARE GREAT;
201	Faculty/Staff tuition waivers
202	this survey
	<p>The sense of community pride encouraged by the university, and the willingness of the university to enrich the community through outreach programs. ECU is Greenville and Greenville is ECU. I am glad that the University understands and embraces this concept.</p>
203	The sense of community pride encouraged by the university, and the willingness of the university to enrich the community through outreach programs. ECU is Greenville and Greenville is ECU. I am glad that the University understands and embraces this concept.
204	Technical positions are not always 8 - 5 work environments and Comp time is necessary when unexpected overtime is necessary.
205	I THINKING THAT THE STATE SHOULD TRY TO WORK WITH US A LITTLE MORE.
206	Great people!!!!!!!!!!!!
207	Student Enrollment
208	All things can be improved upon. Some to a lesser degree than others.
209	The child/community involvement should not be changed.
	<p>The summer work schedule was working very well and should not be changed. It provided significant energy cost savings as well as boosting employee moral.</p>
210	The summer work schedule was working very well and should not be changed. It provided significant energy cost savings as well as boosting employee moral.
211	No opinion.
	<p>Overall I feel the patient workload is adequate. The benefits package is excellent and would need only minor adjustments.</p>
212	Overall I feel the patient workload is adequate. The benefits package is excellent and would need only minor adjustments.
213	Nothing
214	Independence of functioning of departments. Flexibility of work schedules for faculty.

215	Not sure. To me it seems like everything needs a little revamping.
216	I believe that the university offers free tuition, classes, developmental workshops for their employees which works well for the employees who take advantage.
217	The departmental flexibility to do what works for them. Teh focus on teaching.
218	Longevity pay
219	unable to answer..
220	ECU already has good benefits set up for single employees. They also have a good record of making sure that all faculty and staff are evaluated yearly and have access to a grievance system.
221	Something must be working well for me since I have been here for 18+ years.
222	I think the educational assistance and opportunities that ECU provides has been one of the greatest benefits to me. I appreciate how these benefits have been increased over the years from tuition waivers to the textbook loan program. Also, by providing textbook loans to my children ECU has saved me considerable amount of money during their education. These program benefits have expanded also and again, I really appreciate them.
223	Organization of departments and departmental codes
224	I think career-banding is good as long as an employee feels that his/her new classification fits, ability for the employee's supervisor to ask for a salary increase based on consistant "above and beyond" contributions above job description.
225	health coverage for employees (only) tuition waivers direct deposit
226	I like that if you are working in a temporary position, you will be considered for the position or other positions if you qualify.
227	In general, the best employees are recognized and get promoted appropriately
228	We get paid.
229	New employee orientation seems to work well and be informative.
230	The summer flex schedule is nice. I also like the 360 evaluations.
231	career banding, vacation, sick time
232	There is room for improvement everywhere.
233	The current performance evaluation system.
234	IDX
235	Not much is working well. ECU has turned into an "all hat and no cattle" University. It's leaders talk a big game about undergraduate education, but the undergraduates are getting ripped off because, from my perspective, lip service and useless eye-candy facilities are substituting for a rigorous curriculum. Moreover, we are graduating students that are practically functionally illiterate.  Firing a lot of the paper-pushing vice-chancellors would be a good start to rectifying many of the problems.
236	Increased communication on issues such as this one Announce list
237	The commitment to improve our university for the future of our students, but we do need to balance this with the cost to recieve this education. We don't want to eliminate people from getting that education.
238	health insurance, vacation and holiday time
239	Employee recognition not regarding pay.
240	I like the university as a whole...
241	longevity for employees; paid health insurance
242	We (as a university) are exceedingly skilled at "patting ourselves on the back." Our favorite topics are the football team and vague notions of grandeur. (While we do have many things to be proud of, these things are seldom, if ever, mentioned in public.)
243	Not much is working well. People stay and work because of the benefits not the job conditions.
244	The online job application process seems to work quite well.
245	Availability of computer technology.
246	Availability to take free classes for personal development at the Universty
247	having a secretary to do work that they are capable such as copying and typing test as facutly person who are paid high salaries should not be doing these duties as that is a real loss to the state.
248	I currently have no issues with the Career Banding system other than the fact that I am not currently under it.
249	Overall, things do work very well. The items I marked are things that might be improved but I have no major issues with my university experience so far.
250	It depends on who you are & how much power you have at the University & what department you work in.

251	Paying for employee's health insurance benefits. Holiday paid days off. Being able to accum comp time. Vacation and Sick leave hours. Longevity pay
252	Attention to campus security, and awareness; overall pay and compensation structure; collegiality
253	I use the tradional healthcare package and love it, but I will have to shift to the PPO so that will have to change.
254	George Harrell
255	Level of autonomy enjoyed by faculty
256	Academic instruction.
257	For the most part things seem to work fairly well. Would like to see more emphasis on coaching or mentoring of young faculty members to avoid denials of tenure. Perhaps this also means more scrutiny in the hiring process.
258	Electronic pay-no paper!
259	Employees being given independence in the performance and time management in doing their jobs,
260	Respect for employees and strong employee dedication to the University
261	Annual professional development opportunities. Yearly performance evaluations.
262	Direct Deposit
263	none
264	Library acquisitions Faculty travel
265	I think the benefits package is pretty good overall and should be maintained. I have had good experience with the job evaluation system and with my department being supportive of getting extra training and taking initiative.
266	Safety seems to be okay. But pay according to how you work, how well you work, your education and time served to not seem to matter. Employees hired later seem to be paid more when they have less experience and education. It would also be nice if you gave honorary degrees (like PhD) to employees who never could afford to go to school but have many publications and high work ethics.
267	No Opinion.
268	not sure
269	I think Blackboard is working well now and we should not change it! OneStop was good and Banner is a nightmare that should never have been considered!
270	Retirement options.
271	Absence of Time clocks.
272	I was impressed with the HR department.
273	Selection of students and promoting 4 year graduation. En abling new Faculty to be productive by having a reduced load their first two years. Benefits flexibility in health insurance.
274	I have found that personnel is very helpful when they are contacted, but they don't offer much information unless they are asked.
275	People are overall very pleased to be affiliated with East Carolina University. It is a fine place to live and work and although the cost of things has become burdensome and salaries have not kept up with these costs, this is a fine place to live and work.
276	Holiday schedule
277	a lot of things work well - areas to not be slack on are cost of living raises, performance based raises, as well as longevity. Health insurance is also very important-keep costs low, but not impact benefit.
278	I think that there are many things that work very well at the University, however, none that I can think of that work so well that there is NO room for improvement. There is always room for improvement.
279	I believe benefits are pretty good compared to some of the private industries. That is how I have justified in my mind the lower pay vs private pay. It would be nice to have both though...
280	Automatic payroll deposit of paychecks
281	ECU POLICE
282	Leave benefits
283	I have always been very happy with our health benefits. I am now 5 months pregnant in a high-risk pregnancy, which requires many more doctor/specialist visits than normal, and a few HIGH DOLLAR prescriptions, and I have had to pay very little extra. I'm very grateful for this.
284	I think the way the state's Longevity Pay Plan is administered works well and should be continued. I think our paid holidays are fair and reasonable.
285	I believe a summer flex schedule is a great &quot;Benefit&quot; to ECU employees.
286	The dedication of employees to a &quot;family&quot; type workplace and university.
287	when we get money for the number of years we have been working here at ECU. That should not changed.
288	Opportunity to take a course per semester; provision of health and retirement benefits.

289	Good communication channel within my department, as well as, a good effort by all to succeed. It does permeate the environment.
290	Invitation to participate
291	I feel that the tools and equipment available to most SPA employees within the University is outstanding.
292	Seeking excellence.
293	Good technology/equipment for staff.
294	Longevity pay, although it could be increased.
295	We get plenty of time-off for sick and vacation.
296	--The Direct Deposit Pay System
297	Reporting of information
298	Not sure
299	landscaping looks wonderful
300	Rec services Benefits for full time employees
301	We have "silos of excellence" and some professors and classes that are world class quality. Your problem is to identify them.
302	The diversity plan.
303	The challenges and opportunities to grow.
304	No comment
305	Job security is there ---should not change.
306	Direct Deposit for Payroll should not be changed.
307	benefit of attending classes free
308	NO COMMENTS
309	Good question
310	The benefit of being able to take classes at the State's expense.
311	The ability to take classes at any UNC-System institution.
312	Our health insurance is really been a help to me and my wife.
313	Nothing
314	comp time
315	Training opportunities (eventhough it's limited)
316	Parking and regular employee payroll
317	Retirement
318	I think the University is doing a very good job in embracing the changes that are occuring in general and making an effort to prepare for the needs of the future.
319	Big dreams. Good library Distance Education
320	The medical center and structure is in real disarray.
321	When I find it, I'll let you know.
322	Having policies & procedures in place.
323	The tuition waiver and textbook loan program are highly valued by employees and should not be reduced.
324	collegial environment
325	State-paid health insurance.
326	evaluation of SPA employees this seems to be nicely laid out and works.
327	Safety system
328	the self-governance system and Faculty Senate
329	cost of living pay increases, though not frequent enough.
330	NOT SURE
331	The emphasis on units to have necessary resources and technology to excel in their roles!
332	I'm very pleased overall.
333	I think that occasionally, everything should be changed. There is always room for improvement and there are always ways to improve.
334	There is always room for improvement.
335	I don't think there are any current policies in place that couldn't benefit from change.
336	hiring from within to promote

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Q32 Comments

Respondents	Employee Comments
1	<p>Make sure that anyone in a Supervisory position is qualified and has knowledge of how to do every job in their area as well as the person the job has been assigned to. To be able to answer any questions that may come up in their area or know who to contact to find the answer.</p> <p>To have respect for your Co-workers and your Dept. Chair.</p>
2	<p>It is not the same across campus. The same job in different schools/colleges(same responsibilities) are not at an equal level relating to job title/pay. While each school/college has different personnel, there are positions that are not at the same pay grade/career banding level at another school, even though the responsibilities are about the same.</p>
3	<p>The things I don't understand is why do we have orientation, when everything you was told in there is not the same when you begin the job, why do the people we work under change the rules? most of the time it is to benefit the supervisors. why is it some supervisors can have the same illness as another employee but the supervisor can stay home and the employee can't? My biggest question is why can't we use our time we earned?</p>
4	<p>Perhaps HR should pay attention to how many people leave a department in the course of a year or two and when 20 people leave in 18 months it should throw up some huge red flags that things are very wrong.</p>
5	<p>Re-evaluate the need for Managers and above. In many instances the system is very "top heavy";</p>
6	<p>Banding has not been implemented well and staff training is dismal. Managers do not have the ability to reward their SPA employees.</p>
7	<p>Employees should be consulted but not vote on it</p>
8	<p>Increased information for people about how to increase their health, manage their money, get along better with their fellow employees, and get along better with their family</p> <p>Increased mental health benefits, including publicizing them without stigmatizing (sp?) the people who need them</p>
9	<p>Again, the performance evaluations have been my "bone of contention" for years...raises in the university system are few and far between and when they do occur, seem to have nothing to do with these evaluations.( not including cost of living raises).</p>
10	<p>I stopped answering the last several questions, as they did not seem to relate to faculty issues. (I also began to wonder whether the survey was indeed intended for me).</p>
11	<p>Many have no career ladder. Banding might help but only if jobs were listed by band. Experience garnered outside of the academic structure seems to not be valued.</p>
12	<p>Most of the administration at GA have no idea how SPA employees are treated in relation to EPA non-teaching employees. Most don't even care. SPA employees make the least amount of money and do most of the work and make the administration look good. A lot of SPA employees are even doing the administrators jobs, but they can't put that in their job description. Also, career banding is a complete joke. It doesn't matter if the department has the money to give an employee a raise, even if they are 20% below market rate. It is still a good ole boy or girl network, it's not what you know, it's who you know and who likes who the most.</p>
13	<p>Flexible 40 hour week schedule for employees who commute over 30 minutes to work.</p> <p>Merit based raises, not bonuses.</p> <p>Performance evaluations should include comments from department faculty and not just supervisor.</p> <p>Training campus wide is absolutely terrible. All training needs to be re-vamped. I'm tired of going to training and have the information read word for word from powerpoints. I can do that at my desk.</p> <p>Cross-train staff. Every department should have at least 2 staff members that can cover for each other when 1 is away.</p>
14	<p>Hirings and promotions are not done according to the law or HR rules, rather the need of a husband to get a job for his wife if he has been hired as a faculty. His hiring is contingent upon it and surprise even if all of the other applicants are equally if not more qualified, she gets it.</p> <p>How about testing to move from one level to the next?</p>

15	The current Personnel System is outdated and does not work to benefit the employee. A good personnel system is part of a strategic Human Resource Program which should be revamped as well.
16	1. Question #4 should have included CSS. Many medical school employees fall into this category - many of whom should not. As a CSS employee, I have been promised raises in &quot;good times&quot; but have yet to see the money. CSS employees who are not truly &quot;clinical support&quot; should be allowed to petition to become SPA if they so desire.  2. There should be a system for employees to evaluate supervisors.
17	I think the Career Banding process was a waste of my time. It doesn't help develop or promote employees any more than the previous system. When it comes to the bottom line, HR still has the final say so on who gets more money.
18	It is ridiculous that new hires can come in and make a higher salary than veteran employees due to salary increases in pay ranges. In order to obtain a salary increase, one would rather quit their position and reapply to the university.
19	If your ability to be reclassified depends entirely upon one person (supervisor), and that person has not fully/accurately portrayed your position to HR; your only option is to leave or retire. It's unfortunate when you love what you do, but you know you are not being compensated for the level of work you are doing.
20	The career banding process is cumbersome and difficult to learn and use. If staff are eligible for increases under career banding, the university and not the academic units should have a pool for raises.
21	This survey approaches one of the dumbest I have ever taken. You people just don't get it. You have a current personnel system? I don't think so.
22	Career banding is not as equitable as promised. It was just implemented on top of the old system without changing the mentality.
23	There are a lot of illegal or improper things that go on as far as personnel issues go. The victims have no recourse because talking with hr will get you black balled in certain areas at ECU. The Personnel dept needs to be more aggressive and try to flush out those issues.
24	I appreciate the opportunity to weigh in on the matter. Thank you!
25	I would love to all SPA Exempt employees be considered the same as EPA Non-Faculty. Also, I wish we were not a part of the State system. I wish we were UNC System employees.
26	When my boss took over as supervisor, she completely ignored how a supervisor of an SPA employee should be. I have only had one PES eval since Feb. 2004. I think the new PES system for evals, should be enforced and if the supervisors do not do their job they should be held accountable.
27	Cost of health benefits increase more than raises, even though actual benefits decline (e.g., co-pay and deductible go up at the same time insurance costs go up, but raises don't cover increased cost to employees); need to hire more women and more minorities in upper level positions across campus including faculty positions
28	Folks complaints revolve around low salaries compared to the private sector. Many private sector folks get more on the job training opportunities and appreciation activities. Charging for parking is ridiculous. No non-health care private employer does that.
29	Personnel system does not always encourage the best work ethic. Cumbersome forms and policies, particularly surrounding hiring, firing and merit increases should be streamlined to get the best and most efficient workforce.
30	There isn't any uniformity in the current system, i.e., the larger universities like UNCCH and NCSU tend to do what they need and the smaller ones don't buck the system for fear of losing any flexibility they have. The same positions at UNCCH & NCSU are NTEPA while at the smaller institutions they are SPA. They do the same tasks yet are classified differently. Universities tend to be different than typical state agencies. We don't fit into the mold developed by OSP; it is like trying to fit square pegs into round holes.
31	I hope something will be made concrete before I reach my next longevity plateau.
32	The performance evaluation system is too complex and is open to too much bias.  Salary is not based on cost of living increases and insurance increases.

33	please streamline the process of hiring, funding and evaluating employees
34	Takes too long to get anything accomplished with the state. The Career Banding might be a good tool, but I have been dealing with this for several years and don't have anymore monies yet.
35	administration should listen to input from employees
36	I think each department should see all application and determine who is eligible to be interviewed.
37	<p>I believe the most important issue is hiring from outside the University when there are qualified and capable individuals within the system who are seeking career advancements.</p> <p>Another issue of great importance is raising the minimum salary level to put all employees at a minimum yearly wage. Some people are just above that salary level and have achieved outstanding on all their evaluations and have better credentials and more responsibility than the groups getting this minimum raise; however, they received only the 4% raise as all other staff members. What justifies giving this group another raise on top of the 4% everyone else got? This is the 2nd time in 2 years. It makes for poor morale within the ranks. We all could use another \$1000 a year!</p>
38	We are very overwhelmed with "upper" administrative people with high salaries making some really stupid decisions without considering input from the ones down below who have to deal with the fallout of poor decision making. Some accountability of the "higher-ups" would be very welcome, starting with our own chancellor and his very, very poor decision making record concerning hiring people based on who he knows...
39	None at this time.
40	I think employees should have a voice that's why we have a system now that doesn't work because top administrators decided what was best for SPA and no one bothered to ask SPA what would work or their thoughts on issues.
41	Human Resources should have more influence and involvement in training new personnel, even if it is to assign them a peer "mentor" in a similar position.
42	I do feel the turn around time for hiring replacement personnel is extremely long. I tried to keep up with my work and a vacant position work load for 15 months once.
43	<p>We need protections that include sexual orientation and gender expression.</p> <p>Staff are ignored at times in university events.</p>
44	On # 31 - employees should have input but final decisions should rest with administration. For example, I am sure the employees who are here longer would want longevity based raises to continue or increase rather than a merit based compensation system. Management by committee does not work well. ECU needs to be run like the business that it is.
45	I think the administration should develop a plan re-vamping the system and offer it to the employees for review and input. Administration should seriously consider employee input but still make decisions that are best for the organization. However, if the administration is not going to seriously consider employee input then I would rather they just say that and not ask.
46	Making sure employees have enough access to programs/forms/ screens to perform their job.
47	There needs to be some way for employees to evaluate supervisors. There have been times where, as an employee, I have witnessed both unethical and immoral behavior by a supervisor. It was an open secret and his supervisors, although aware of the problem, failed to document the problem. The behavior persisted and when this individual finally was threatened with dismissal for cause, there was no documentation of previous behaviors. The individual was simply moved out of his current position and placed in another lateral position. His position still puts him in contact with students where he can continue to prey on female students. The person who blew the whistle on him (not me) still has a job but has been marginalized. This treatment of faculty and senior administrators is not an isolated case in my experience.
48	Higher young researchers!

49	<p>the career banding needs work (and currently is only as good as the employee's supervisor's interpretation)</p> <p>there are inequities between East Campus and West Campus (Brody School of Medicine, School of Nursing, etc.)</p>
50	The campus continues to grow but shop space is small or nonexistent and scattered all over the place.
51	While it is important of education when a job posting states "OR an equivalent of education and experience" that is exactly what should take place, but it does not. Also, the way the pay is determined and reclass is a joke. It all comes down to who likes who or who you know.
52	SPA Positions - Dept should be allowed to increase salary due to performance and if have funds available rather than Human Resources dictating.
53	I have been very concerned about employee movement from position to position based on a perception that individuals should have been terminated. It appears that employees have been promoted and maintained employment based on who they were or who they were related to at the university and/or beyond the university.
54	Re-evaluate positions as they have evolved from the time the original job description was written. Take into account that if someone earns two higher education degrees while serving in the same position and that those degrees directly relate to their job, perhaps it is time to give them a raise.
55	At ECU, there needs to be a two-pronged attack on recruitment and retention. One prong is underway (theoretically) in that career banding will (someday) address the disparity between the corporate world and the state employment system. The second prong, however, is largely overlooked and could be helping with the problem of employee satisfaction right now. That problem is a lack of intangible benefits and flexibility among those among us that are highly educated and well trained yet continue to be treated like hourly workers "punching a clock." Simple things that could increase satisfaction (and some are already noted in this survey) like onsite child care, scheduling flexibility, ability to scheduled time for wellness (to use the wonderful Rec Center) or for personal enrichment (to take classes towards another degree), telecommuting "the list could go on forever. Take some notes from West coast companies or the SAS institute right here in the triangle. Offer non-monetary benefits to make this a truly wonderful place to work; not just one that is merely adequate. Now
56	The system could work, if the people implementing the guideline was better trained, and not take personal approaches to block or slow down progress. In short we need to close the loop holes and personal feeling out of the process.
57	I am part time faculty and full time staff. I would prefer to be faculty; I was fixed-term and exploited last year with a 4/4 load and lower pay than newly hired faculty. This inequity and mistreatment was an insult. Now I am working in a SPA position whose salary is lowballed by career banding. Both EPA and SPA positions at ECU have serious issues and both suffer the indignity of lousy healthcare benefits. I am very happy with the director of my department but every day I see him with his hands tied tighter and tighter by a flawed system. He makes three times the salary that I do - it would be great if at least one of us could stop having to fight an antiquated system with a dean who is equally difficult; I imagine we could achieve great things in our area. Thanks for your time and for listening.
58	One of the problems I see that was not addressed in this survey, is the practice of hiring retirees back on a 1/2 time basis with a very high salary. There are instances where my departments can't reach key people in other departments because they have part time people (retirees) in the job and they are not always available. This practice also prohibits new people coming in to train and learn these sometimes very complicated jobs. Then when the retiree decides to really retire, all of the knowledge he or she had is now out the door. Also the university could pay someone else a lot less for a lot more hours.
59	Having access to our own personal information regarding health insurance, retirement, work history, longevity, evaluations, etc. at our fingertips is very important.
60	The way we are evaluated by someone that doesn't have a clue on what we do is unprofessional

	Getting rid of in-house favorites and allow others in department to have a fair shot and not the same ones all the time and be given the opportunity to excel.
61	Micromanaging needs to be dropped from the department we are all adults and not children
62	I really think it needs revamping because of the equity of the University. It seems that some department reviews employees workplan and adjust as needed but other employees work in a department for years and new employees come into the system starting at a higher rate of pay.
63	No system can make up the difference when we do not have enough staff to support the educational mission of the school. Because of a very unfriendly work environment in which staff (and faculty) have been disrespected, we have lost a lot of people, yet the workload has not decreased. The good news is that imminent leadership change will likely allow the environment to return to its atmosphere of respect and teamwork. Unfortunately, we have lost grant funding but that does not mean our students deserve a lower-quality education. Paying some faculty way too much costs us resources that should be used for student education.
64	Need a little time to do that. But like I said in general most of it is so much better than before that I really can't say much. I have seen a 90 degree change from really bad to very good in the last 25 years. We can all make improvements and changes. The one thing I would make is that personnel staff and managers/department heads, etc. are trained and can answer questions and treat people with respect.
65	HR should help us keep good employee's, train poor ones, and get rid of bad employees. HR seems to think that their job is to advocate for all SPA not help the university run better.
66	Appeal the law regarding retired employees returning to state system only after 6 months separation
67	The faculty senate at ECU is unique setting that does not allow the flexibility to quickly move forward with new ventures.
68	<ol style="list-style-type: none"> <li>1. Faculty serving as departmental leaders, chairs etc need to be educated in leadership, performance management, communication etc - they may be good faculty members but that does not always equip them to lead, manage and direct staff/faculty.</li> <li>2. I took a 50% cut in pay to move from working in the corporate world to working in academia. If my house had not been paid for and my children educated, I could not have done this. Pay equity between academics and practice is critical for our faculty recruitment and retention.</li> <li>3. Faculty should be rewarded for performance not given similar raises to avoid conflict. Faculty who publish, obtain grants, and have excellent teaching evaluations should make more than those who don't.</li> </ol>
69	There needs to be fairness and consistancy in the whole school. Employees should be able to have access to personnel and be able to talk to someone with problems without their dept finding out and feel they are important as well because on matter who the employee is we all are important.
70	I have worked the past 15 years in the private sector and think a lot of things work well in this system. One thing I completely disagree with is the general increase in July. As employee, I like it but as a manager I do not think it is fair to give across the board increases. The amount of increase should be determined by performance. I also do not like that I cannot give an increase to an employee after his/her probationary period. This system forces me to give the max amount of money in hopes that the employee works out instead of giving a good amount of money then giving the incentive to get an increase at the end of the probationary period. This would reward a good employee but still pay fairly to a fair employee.
71	We need to be more competitive concerning salary, benefits, flexibility and promote and support employee health and environmental improvments, such as safe bicycle routes and convenient van or car pooling.
72	If all employees vote on the re-vamped system first, you will never come to consensus, because "what's one man's trash is another man's treasure";
73	Career banding has hurt morale across the university for SPA employees. The Human Resources staff has not been as understanding or as helpful through the process as they should be.
74	I don't have any great need to vote on a system.

75	Do a study on salaries of SPA and qualifications, race and gender, and correct the wrong. Reward longevity and dedication of employees better.
76	Hiring temporary employees should be nearly immediate- if a department decides to hire someone, they should not have to wait several weeks for the paperwork to go through. This may defeat the point of having a temporary person, as the permanent person may be back before the temp can start.
77	It is broken and should be revamped. The Performance Evaluation System is not working very well at all. It is not meeting our needs. It is too cumbersome and not designed to encourage the improvement of the employee. There is very little gained from having the current 2 part evaluation process. The competency ratings are designed around the position and not the person, and we never have enough funds to provide competency improvements of our staff. I despise to have to evaluate my staff using this Performance Evaluation process that is being used right now.
78	One of the first things that I noticed when I began work here was the attitude among SPA employees that it is "us against them" - with "them" being the EPA employees and students. I have worked hard as a supervisor to change this attitude in our school by working every day to make sure that SPA staff are valued and that they know that they are a very important part of the school. We hire the very best that we can and encourage them to get as much training as possible to move up. Career Banding makes this impossible. The new rules about pay equity in each office will always keep the administration from rewarding those employees who go above and beyond because they can not be paid a higher percentage of market than anyone else in the school. We have been told that certain positions are "banded" and will never change even if the employee works hard to improve their skills and knowledge to serve the department or school. If they do improve, to be recognized for it, they will have to move on to another department or school on campus. Then we have to start all over again with a new employee. How does this help the schools?
79	All salaries for all employees should readily be available- Our pay grade steps should be implemented we have a hiring rate and that is where we stay unless the state gives us a raise - it is a waste of paper to print the salary range and all we get is what we are hire at or a cost of living raise
80	Many people have evaluations which do not accurately reflect what they actually do (committee work, supervision, etc). This make proper evaluation difficult.
81	One thing that is ABSOLUTELY terrible and which NEEDS to be eliminated is the holding of the first paycheck until the end of the second pay-period.  When I started at ECU, I was moving from more than 500 miles away, and was told that I would only have three weeks before I had to start work. So, with a mortgage still over my head (\$600 for that month, and \$600 for the next), a security deposit on my new apartment in NC (\$300), the first month's rent on that apartment (\$689), plus moving expenses (around \$1,000-\$1,200), plus groceries and incidentals (\$300), I was in PRETTY deep -- and this was for a job that pays \$30,000 a year. I didn't mind that part -- the job was (and continues to be) a tremendous opportunity. That was all in the third week of August. My first day was August 28th.  THEN, I find out that after shelling out all of that money...I wouldn't be getting paid until September 30th. I'm sorry, but given the investment that some employees make in the university by agreeing to work for it, the least that ECU can do is not leave people to flounder financially for a month.
82	My primary concerns are job security and representation as a faculty member. I hold a PhD and am valued as a faculty member within my department but with a coming change in our unit administrator, my contract renewal is a complete unknown.
83	shared governance is a joke! the faculty has little or no say in any of this!
84	Most people are idiots. It would be nice to actually have someone competent fix the things in need of repair. ECU has great potential, and will reach it if directed properly.
85	I think that the transferring between departments could be better, I have tried several times to transfer and I never hear anything. It would be nice to be notified whether or not you are chosen for the position or not. During the interviewing process, if the department already has a person in mind that they want to hire, I don't think that you should take another person through the interview process knowing that you are not going to hire him or her.

86	There are way too many chiefs and not enough indians in this university.
87	Performance evaluations are a total waste of time. They take up many hours of employee and supervisor time twice each year yet cannot be used to give raises or bonuses. Their only purpose is insurance against lawsuits and even then it is almost impossible to fire a worthless employee.
88	Career Banding is not what we were lead to believe. All the work has come back to the departments and then when we try to reward the employee for taking on extra task or doing them well or representing ECU well, we can't give salary increases because we are already paying this person what ECU/or the state is enough. The ones making this decision, should have to come to the department and work in the shoes of the ones they deny...things would be different. The colleges should have the right to say how their funds are spent to try and keep good employees. EPA get all the funds they need, the SPA are treated like 2nd class citizens
89	I would like to see more oversight of job performance.
90	The current system which allows hiring and contracting with sports coaches costing millions of dollars and having to keep them on the payroll dues to contract clauses is absolutely ridiculous. If we wish to be a university, then focus on academics. If you wish to be a sports school, then quit preening yourself about being a university when, in fact, you are not.
91	<p>1) Inform all potential new hires that their health insurance will not kick in until 1 to 2 months after they start work (which is not acceptable!) so that they can make plans to shell out expensive bridge insurance. I was floored to learn at new faculty orientation that my family's health insurance only started in October. Having young children, I had to scramble that afternoon to get them coverage.</p> <p>2) Ban the athletic directors from new faculty orientation. The assistant athletic director's plug that we buy ECU football tickets and officially licensed Pirate 'purple and gold' first thing at orientation was an insult, one that was compounded immediately by finding out next about the lousy benefits here.</p> <p>3) Publish a retrospective list of the average percentage salary increases for employees over the past few decades by year. Also include the official rate of inflation. And do, for laughs, make sure that you separate out the salary increase figures for upper level administrators.</p>
92	<p>I think that our university is hiring too many interims from outside the university. It sends a message to students and employees that the employees that we have at East Carolina are not capable of doing the job.</p> <p>I think we should look more at qualifications and less at race. I agree with diversity one hundred per cent, but at the same time, the university needs to do what is best for the students.</p> <p>By hiring interims from outside the university, it also sends a statement to the employees of the university that their work is not appreciated.</p>
93	I think employees should be able to comment on their supervisor's performance. They evaluate their employees and someone else does the supervisors. How does the coordinator really know how the supervisor performs daily and can evaluate when they are not always around?
94	As a faculty member, I am very concerned with compensation packages. We must understand that to hire new faculty and retain productive faculty we have to be competitive in the marketplace. Also, merit pay must mean something. I am not for pay equity when it comes to merit pay. There must be purposeful and meaningful differentiation when it comes to pay raises not just for faculty but for all ECU employees.
95	pay is an important factor but not as much to me as respect and appreciation for the employees who go above and beyond.. also motivation, it seems in my profession they are always pointing out what you do wrong and never what you do right.. it is important to realize that your employees are human and not robots and will have bad days. also flexible work schedules i realize that not every position can do this but to be able to be flexible with our work schedule is very important to allow us to have more awake time with our families
96	I believe that the system should be FAIR to all persons who want to apply here.

97	Glad to see that re-vamping is being considered a system that has been in place since 1971 is not adequate for the changing diverse global environment currently at the University. Hopefully a new system will strike a balance between the needs of the employee (home, work, health, fitness) and the University.
98	Personnel system needs to be a combined effort amongst employers, employees, and HR/Class and Comp. There should be many things considered before stripping positions down on paper so that it decreases their earning potential. Recommendations need to be highly considered of employee, their direct superior, and department head. Leave time works well, but would like to see State Employees eventually get to receive paid maternity leave as in private sectors.
99	Change the hiring system so that it does not take months to hire someone. When a person goes out on disability make it possible for someone to be hired to do their job. When they come back have HR find them a position. Doing without someone for a year puts an unfair burden on the rest of the staff. When someone leaves make the change that will enable the new person to be trained by the departing employee. If business worked like the state system it would be bankrupt in six months!
100	lack of understanding by majority leads to misunderstanding -- but new system hopefully will be better than old. Still need \$ to fund change
101	Health insurance benefits need to be improved. Many of the private sector companies have much smaller costs for insurance. Retirement should be considered as to how much we set aside and how much the university sets aside. Maybe both amounts need to increase. The six month rule about retiring before you are eligible to return to work part time. I think that someone that has been with the university for many years as this, has a base knowledge that is invaluable, with this new rule, they may look elsewhere for part time employment. Career banding raises should come with the new titles.
102	Employees who earn leave should be allowed to donate both sick and vacation leave to another state employee as they see fit - not just for a serious illness.
103	Probation period is too long.
104	N/A
105	Streamline it; simplify it; pay SPA people better and higher salaries; do NOT do away with longevity pay... we have no other monetary benefit. The current personnel system doesn't work and the market value for salaries in the career banding system is a joke. Faculty and administrators get paid very well... why are SPA people always left out? The university could not run without us yet no one supports us enough to do anything about the low salaries. There's talk a lot about it but nothing ever gets done.
106	It seems that other Universities offer breaks (and sometimes even full rides) in tuition to the children and spouses of faculty members. This would be a valued perk. It also seems like faculty members should be allowed to use the rec center without paying an extra fee. This would also be a valued perk.
107	I want to know where is career banding for my job? Other staff member on campus have gotten pay increase do to career banding as wait for them to look at me. This system is not favor.
108	Do not just talk about the banding system. Just do it and change the salaries as per the new system.
109	ECU needs a parking revamp. A shuttle bus for staff would be great. Employee recognition for job performance is needed. A flexible work schedule is nice especially to full time working mom's. Some departments are too strict on leave time.
110	There should be more protections for "at will" EPA employees. At this time, contracts can be written which require the employee to give notice before leaving, but the employee can dismiss with no notice. Although I am sure this would rarely happen, the wording in the contract can leave employees with an unnecessary sense of uneasiness about job security.
111	If a re-vamped system is going work and be accepted by the university community, you need employee buy in. This will only happen with active participation and listening to the people. I do not envision the technical assistance approach to change (GA deciding for us and implementing) as being sustainable.

112	I feel that employees that work hard and are dedicated to their positions are not commended in any way. The state system seems to protect people after their initial probationary period so they don't feel they have to continue to work hard. I love my position and reap many rewards from the patients with whom I work but would like for those in "higher" positions to recognize my expertise and dedication.
113	Career Banding is not benefiting but a very limited number of people, The University needs to committ to it's employees, the workers, not the administrators and fund everyone up to the minimum of each band. Give departments deadlines to bring eveyone up to the level they should be, not 10 years, but make steps each year and be funded within 4 years. This would mean cutting back spending, but we can do it.
114	I think that supervisors should have some type of anonymous evaluation of their performance by employees that should be taken very seriously. Supervisors should have specific training in how to and not to talk to and treat employees. They should be reprimanded if they do not change their ways. Everyone should be made to feel important. Proper training should be provided for the job. An increase in pay would be great. Better parking would be great. The choice of letting comp time build up instead of using it all up in the month would be great.
115	The Staff Senate has never REALLY sought for or elaborated on the views of SPA employee. As representatives of the staff, it seems that more collaboration needs to take place in order to offer up an educated guess as to the needs and concerns of the ECU SPA staff workforce.
116	With the cost of gas prices going up..employees could save on gas by having the option work a flexed schedule or work from home..  More career development leadership training and support for staff who desires move into management positions.
117	There are hundreds of loyal staff employees who have dedicated themselves to growing in their positions and becoming caring professionals of today. Some are self-made, meaning that they have grown to who and where they are without a college education, and do a wonderful job serving ECU. It is sad to think that these professionals are not given the promotions or pay increases that reflect their dedication. The years pass by with hope that "one day" they can look back over their career and not regret the time they gave and sacrifices they made without merit or recognition. There are silent ones who deserve a chance to see these rewards come without having to beg someone to take a look at their daily dedication. These individuals have strong work ethics, a giving caring attitude, but are banded into a title that does not correctly reflect all that they do to accomplish the day to day committment to excellence as myself. Too many are falling through the cracks of the system because supervisors do not take the time to "push" for them.
118	I do not understand the difference in pay scale for university versus community college.
119	There should be a way for revue of simular jobs in a unit to make sure they are in the same pay grade. Someone in another department at ECU is 3 pay grades higher than I am doing simular work.
120	Thank you for doing this survey.  Please listen to the respondents! They are the ones who best know what is needed.
121	I think we need help with people who are in Supervisory or Director position. They need more education on how to Work with people, Alot of the employees have felt the pain from the repercussions taken against by the abuse of being their position. The system needs to protect us from such abuse. We need help for those who do go for grievances and they become the one on trial. The system is not working.
122	I would like to see ECU have policy that are family friendly. If you need to take time off to help your children or other family memebers upper management should be under standing of this. You shouldn't have to put work before family. I have times as well as others here at ECU that dosen't meet requirements for family medical leave.

123	<p>Fair treatment for all employees not just the higher ups.          Stop long enough to realize the amount of work you put on one person and know the amount of time it is required to do all of it. Don't just stand over them and say It will be done and not know what is required to do. Spend one or two days doing everything each person does so you will know.</p>
124	<p>As for the employee voting on the personnel system, please continue to remind people to take the survey.          It's like an election. If you are given the opportunity to make an input and you do not participate, then do not complain about the output of those results.          In the end we are all looking for a fair and open system that benefits everyone.</p>
125	<p>Opportunities for an EPA employee's are endless. Rules and regs limiting SPA do not apply to EPA employees. This just continues to develop the ever present class system. SPA employees are held back with terms of can't do this or no money to support equal pay for job performance. EPA employees are catered to for job opportunities by administration, as there is always a way to get around rules and regs to increase pay, create new positions and find funding to make it happen. There are too many "friendly hookups" at the administration level for EPA employees, with no explanation on way these moves are made.</p>
126	<p>Any changes made to the current system should be toward making the University environment a place where employees are happy with the flexibility and diversity of the system. Happy employees make for efficient and successful employees who produce more work and innovative ideas toward the betterment of the university as a whole.</p>
127	<p>I think ECU should promote healthy living buy building greenways, parks, and trails that all promote a healthy lifestyle.</p>
128	<p>I am inclined to suggest that HR move to almost a work order system when dealing with staff, much like ITCS uses. On numerous occasions, I have not received e-mails or phone calls from HR representatives when asked for. At least with a ticket system there would be a way to track inquiries and who should be responding to them.</p> <p>Also, the written processes on the HR website need to be updated and made more specific. Just in the Reclassification process alone, there are glaring holes between process steps and criteria needs to be made more specific. Perhaps this is something that could be built into the new system so that employees can learn the process and where they currently stand within it.</p>
129	<p>People need to be rewarded for job performance and productivity, not only years of service and showing up every day. If I work hard and go above and beyond (excellent rating overall) I should be given a raise. Not everyone in a department should be given a 4% raise just because it is "fair". It should be given to those that work harder and produce more results.</p> <p>The process to fire someone is cumbersome and time consuming. As a supervisor you spend your entire day "documenting" an employees poor performance and it takes months to fire someone. Please make the termination process easier for supervisors. Supervisors also need more training and we should not just promote those who have worked at ECU for 20 years. Some folks just aren't meant to be supervisors.</p> <p>Please look at the administration. They are aging and we need younger folks, including more woman at the top (if they are qualified). If you have an outstanding department leader please give them a change to move up the ladder. Look at leadership skills as well as other skills. Younger department</p>

130	<p>Job Listings for positions at the university: I do not think certain job titles and key words used in job should be reserved for certain positions. Such a policy does not allow a position to be advertised correctly.</p> <p>Recently our Dean was not allowed to use the title &amp;quot;Assistant Systems Administrator&amp;quot; or any title with Systems Administrator/Programmer and had to use a title that had nothing to do with what the person would be doing in TECS because ITCS would not approve. Moreover, the wording had to be misleading for the same reason. The only way the correct wording could be used was for the position to be reclassified. The only qualified applicants were two people both of whom were recruited by word of mouth. One even said that he would be uneasy taking a job whose description was so far removed from the duties he was supposed to perform according to the &amp;quot;word of mouth&amp;quot; description. In his performance evaluation, what would take precedence: What was written or what was he was told &amp;quot;word of mouth&amp;quot;?</p>
131	<p>I think our benefits are real good. I hope nothing changes with them, except the cost. I think the BSOM will be devastated when Linda Sutton leaves because there is no one that knows the system as well as she does.</p>
132	<p>We need to figure out a way where we can increase salary. Recently, there was an action to give employees who were making less than 25K per year an increase. Within a year of that action, I was forced to hire a person in below 25K due to budgetary constraints, and human resources policies. Currently, I have five of 12 employees who are forced to work second jobs in order to support their families.</p> <p>We need to figure out a way to pay the position and not the person. I have attempted to hire all staff in at 28K. The men working for me have received the full offering amount. The women have all been hired in between 22K and 27K per year. The men hired were actually less qualified than some of the lower paid women, there is too much inequity. Since all the positions are the same, we should pay a standard rate for the job, we should not be paying various amounts based on gender, or other qualifications.</p> <p>Also, HR makes too many determinations on their own. They do not understand our positions, or our requirements, yet they are scrutinizing our recommendations? It seems like administrators who are wor</p>
133	<p>Flex schedules and benefits for spouses (spouse benefits are very expensive now). And a bus route to Winterville.</p>
134	<p>I do believe employees should be able to vote so that the committee has a sense of what employees want and why they want it.</p>
135	<p>pay for more than 9 hours per year tuition, although the 9 hours are greatly appreciated</p>
136	<p>Career Banding needs to be looked at again for the administrative support staff</p>
137	<p>The current system is not user friendly. It is difficult to find answers to questions and find who to ask your question to. I find certain people are quite helpful and others either lack the knowledge to help me or lack the interest in my questions.</p>
138	<p>re-vamping needs the buy-in factor of the majority of the employees to work.</p>
139	<p>There are employees who do not follow state rules &amp; regulations and their supervisors and the Department Administrator turn a blind eye. They literally come and go as they please and they decide when they want to leave, come in or work in general. I am also very concerned that problem employees are not held to the same high standard as everyone else and are not dealt with but just passed around from division to division, department to department. This is a costly expense to the state to be paying employees who are clearly not working responsibly or accountably. Their lack of professionalism and special treatment hurts morale to those of us who do perform as expected.</p>
140	<p>Do away with career banding !!!!! It has created a lot of work which has no meaning to employees.</p>

141	<p>THE EMPLOYEE EVALUATION SYSTEM NEEDS TO BE MORE UNIFORM AND EASIER TO PERFORM. ADDITIONAL TRAINING IN THIS AREA WOULD BE HELPFUL TO MAKE SURE EVERYONE IS EVALUATED WITHIN THE SAME PARAMETERS FOR THEIR PARTICULAR JOB FUNCTION. CAREER BANDING NEEDS TO BE COMPLETED AND SALARY ADJUSTMENTS MADE WHERE POSSIBLE IN A MORE TIMELY MANNER. SALARIES FOR EMPLOYEES WHO ARE PERFORMING WELL SHOULD BE REVIEWED AND INCREASED ACCORDINGLY. EMPLOYEES SHOULD NOT BE ASKED TO WRITE THEIR OWN JOB DESCRIPTIONS. SUPERVISORS SHOULD BE ABLE TO HANDLE THIS TASK PROFICIENTLY. CROSS-TRAINING IS A CRITICAL ASPECT THAT THE UNIVERSITY IS MISSING. A LARGE MAJORITY OF FUNCTIONS ARE HANDLED BY ONLY ONE PERSON AND IF THAT PERSON IS OUT OR LEAVES, IT CAN LEAVE A VERY LARGE "VOID". DEPARTMENTS SHOULD BE REVIEWED FOR UNDERSTAFFING AND OVERSTAFFING. SOME DEPARTMENTS ARE CRITICALLY UNDERSTAFFED FOR THE SERVICES THEY PROVIDE AND DO NOT GROW WITH THE FACULTY/STAFF/STUDENT ENROLLMENT GROWTH AS NEEDED TO MAINTAIN EXCELLENT CUSTOMER SERVICE LEVELS. SOME DEPARTMENTS ARE OVERSTAFFED</p>
142	<p># 30</p> <p>It would be difficult to judge on a university wide level what "works" and what "should be changed", when my exposure to the system is so small.</p> <p>#31</p> <p>The General Administration is best qualified to see the overall impact on the institution and it's people any action that is taken. My trust is that whatever action is taken is done as an educated and well researched process, not personnel agenda.</p>
143	<p>Don't be afraid to fire employees if they are not doing their jobs. No matter their status or level of employment from the top to the bottom. Please stop shuffling ineffectiv administrators.</p>
144	<p>There is such a variation with evaluations depending upon who is your supervisor.</p>
145	<p>It is difficult to get clear answers. It takes too long to get anything through the system.</p> <p>Employees should be crossed trained. Work comes to a halt when key employees are out.</p>
146	<p>We need to decrease the paperwork required and when new systems are implemented discuss the changes with people that will use the system before implementing.</p> <p>Examples: Banner has added to my workload as I have had to verify that nonmajors don't get into majors only courses. I think this problem is now fixed. Special adding to Banner takes longer than it did in MVS. Faculty cannot determine by looking at their OneStop account what majors their students belong to; they have to go to MVS. I have to switch between Report Manager and Banner versus accessing one system.</p> <p>Sedona: It takes a tremendous amount of time to input data into Sedona. Couldn't the sytem have been designed to make cutting and pasting easier. It will decrease the repetition of annual and cummulative reports, which will be nice.</p> <p>Training requirements continue to increase but nothing has been removed or expedited in my workload. We now have IRB, discrimination, sexual harrassment, and personnel committee training.</p>
147	<p>Career Banding is worthless; the old system worked better as for getting in range salary increases.</p>
148	<p>need better hr support</p>
149	<p>It would be nice if you were to go to our Human Resource department with a problem and the problem did not get back to the department you work in. We do not feel like we can go to anyone with problems.</p>
150	<p>N/A</p>

151	<p>Career banding has not been very beneficial. We need money for career banding. Employees see the market rate that they should be at and we are not even marginally close to those salaries. Employees who have been here for 15-20 years are making way below the market rate and you have new employees and transfers coming in making \$3000-5000 more than the long standing employee. This makes no sense. We need cost of living raises and merit raises. With the cost of parking and insurance going up each year, the little raises that we do get are useless.</p>
152	It is broken
153	I think employees should have a say, but not sure if a vote is the best way to go...
154	SOMETHING NEEDS TO CHANGE THE FEUDAL SYSTEM WE WORK UNDER, ESPECIALLY THE MED SCHOOL.
155	<p>Users of certain services should be given the opportunity to evaluate it and asked if something can be improved.</p> <p>For example, the medical school's Office of Sponsored programs is very abusive to its users and because of repeated terrible experiences, I have stopped submitting grants. On the other hand, the IRB, internal review board works very well and is very helpful, positive and supportive, and my research has boomed under their support.</p>
156	Allowing flex-time work schedules would greatly boost morale. Recognizing longevity in terms of pay raises. Staff should not have to pay the same amount of money for parking as faculty who make more money.
157	Re-vamp career banding. Penalizes good employees and makes hard to career advance outside departments are currently in. I think this works against career salaries instead of helps.
158	takes to long to hire for a position...
159	<p>Some employees take unfair advantage of their supervisor by going outside of their duties to make the supervisor's life a living hell. Example: Contacting people in Administration without the supervisor's knowledge about things that does not fall within the employee's jurisdiction.</p> <p>Faculty being hired at pay far above the customary salary and then not performing duties needed: teaching, seeing patients, becoming pro-active.</p>
160	The professional class of staff (IT, writers, designers, etc) represents a ,largely, underrepresented group of employees. Our needs are more specific than those of clerical staff--more in line with faculty as far as staff development and educational needs. Lumping these employees with clerical staff is frustrating for both groups, because there is an obvious disparity in educational preparation, salary, workload and professionalism.
161	unfortunately there will always be the perception that we have a class system. I have been both faculty and staff. There are SO many misunderstandings on both sides and neither recognizes the uniqueness of each.
162	I don't like the fact that people with high positions, managers are allowed to have non-published numbers. If you have a major problem with a student or parent, they must be e-mailed. They keep their doors locked. They keep paper over their doors so you can't see that they are in the office. They are too busy to be interrupted. However, it doesn't matter how much everyone else has, it's ok to be interrupted. There are no interruptions, students are the reason we have a job.
163	does it matter really what we think. Will the general administrative really listen to the employee's.
164	Regardless of what anyone in HR believes, there is a &quot;good old boy&quot; system at play, especially in the medical school. Chairman and faculty rule and the employee is at the mercy of them. If a grievance is even suggested, the employee should watch his back. The department WILL win. The policies for sexual and work place harassment is not going to work as long as this happens.

165	<p>It is important for the University to consider Merit and Performance raises for a job well done. When there are across the board pay increases it does not motivate one to continue to excel in their job if their co-worker is not pulling their own weight and still receives the same pay increase.</p> <p>In addition, there needs to be a checks and balance system to follow up on supervisors and managers who may poorly evaluate an employee due to personal reasons when in fact the employee may indeed be performing at a high level.</p> <p>I have also worked at places with a benefit plan far superior then the State plan. The state needs to look at ways to lower the cost of insurance to make it affordable to all employees. Seems each time we do receive a pay increase the cost of benefits also increases off setting the pay increase.</p> <p>Also, a "full day" child care facility on campus would be a nice option. The local community college has one, why can't we find the funds to open our center for a full day at ECU?</p>
166	<p>Finally it would be nice to have a retirement plan in which the employer matches the employees contributions everyone would like changes to benefit oneself, but for the system to work it has to be based on what's best for the group. Separation of Teachers and State employees should be changed . We re all state employees.</p>
167	<p>I would like to see a change in the temporary employee situation. I, personally, worked as a temp for 4 years and finally became permanent 2 years ago. I can not count those years, but I would like to see something implemented where if an employee were to work longer than a year as a temp, that it could at least be applied to their service record.</p>
168	<p>too many administrators - too few faculty</p>
169	<p>The need for incentive pay, or atleast some added benifits for excellent job preformance.</p>
170	<p>inadequate Banner training issues staff really all do not have the time to "go back to their desks and play on the test data base" insufficient support - i.e., help desk etc.</p> <p>banding - not getting credit for doing a job because "those types of jobs don't exist below a Dean's level -</p>
171	<p>I like the university overall, but I feel like there are a lot of wasteful practices in place (including, but not limited to paper waste, time waste, money waste, etc). With all the money we throw away on pens, expensive desks, chairs, filing cabinets, etc, I feel we should be using the money on giving raises and compensating the employees that really do a lot of work to keep things running.</p>
172	<p>1)I would be thrilled to see any fair system utilized evenly across our staffing levels. We have numerous employees who are working ridiculously long hours, and shouldering ridiculously heavy workloads, while others are not expected to do their jobs. 2)Every ECU employee should be required to complete training in the field of "Customer Service." 3)All supervisors should be required to complete training in the fields of "Appropriate Supervision of Employees," and "Appropriate Management of Resources."</p>
173	<p>The yearly reviews mean nothing unless you are trying to fire someone. Employees do not receive raises or benefits based on their evaluations.</p> <p>I don't see the benefit of career banding since no money is attached to it. It's just another form of useless HR paperwork. I still can't get enough money for my staff, who are underpaid for what they do. Judging by the lack of help that I have received from HR when trying to get salary increases for staff, I don't think that HR has any interest in raising employees salaries.</p>

174	There seems to be plenty of opportunity to take idiotic &quot;performance development&quot; courses like &quot;Telephone Etiquette&quot; (it's usually people calling from outside the University who need this course...) but no opportunity at all has been created to filter the seeming myriad of discussions about diversity that ECU holds at 30,000 feet down to the ground level. There is entirely too much parochialism cloaked in pseudo-liberalism at the departmental level and supervisors are often freely out of control or out of touch with employees having to silently bear the brunt of management by personal or cultural preferences.
175	The performance evaluations of the current system are almost useless.
176	Performance Management is such a crucial piece of the work we all do, however, care should be excercised to not allow the system to be too cumbersome / difficult to manage on top of &quot;regular&quot; job duties and expectations.
177	Too many decisions are made arbitrarily and without good reason given. There is no real greivence proceedure at ECU.
178	I felt the current system does not work very well. It is entirely too easy for subpar employees to remain while making the same pay as those who perform above the standard level.
179	With 30+ years in federal government, I've still not seen anything that compares with the archaic management structure as what I've found at ECU.  It takes 4-5 months to get travel reimbursed. Come on. And then receipts are not adequate, you have to furnish charge card statements as well. Come on. I spend 4-5 hours completing paperwork for each travel. Come on.
180	I have no confidence that my opinion will make an impact on administrative decisionmaking
181	Performance evaluations are a joke. They hold no merit and are essentially a waste of everyone's time since they are not used for performance based raises, promotions, etc. Career banding shoule have never been implemented w/o money for raises, etc.
182	What is the purpose of the current performance evaluation system, when we don't get raises based on our performance anyway?
183	none
184	One of my biggest complaints is the way that HR rules out too many applicants for a job before the hiring department can look at the applications. On the job experience should have as much or more value than education. Several times we have had temps working in our department that we wanted to consider hiring and their applications were knocked out by HR because their on the job experience wasn't valued as much as education.
185	I hate using the current system because it means absolutely nothing and is a waste of valuable time. Make it meaningful and hold individuasls accountable.
186	None
187	I feel that persons holding an interim position should be unquestionably qualified for that position. If they are not qualified they should not be allowed to apply for the full time position. We should always hire the most qualified applicants for all positions and not base it on quotas!!!!
188	The east and west campuses are very different, the medical environment is much more complicated and stressful. Not sure that HR has a good handle on the true differences.
189	ECU should accomodate the spouses of hired faculty members and offer an on-campus full-time high quality daycare option.  The health care benefits are too expensive for families.
190	The current personnel system is not user friendly and it has made the process more complicated. In my opinion, our systems coordination group could have designed a better database.

191	<p>Things at ECU that have caused a drop in morale:  Low raises  No raises  Career Banding  CommonSpot  Banner  Frequent change with no settling in between</p> <p>If you can't fix it, don't change it just to do something.</p>
192	<p>It's not fair that a new employee can come in and make the same amount as an employee doing the same job for years</p>
193	<p>It seems to me that there is a problem with getting rid of poor employees. I know that I work with some people that I sit and ask myself, how in the world did this person get a job. I also want to reiterate that I believe that exercise/fitness time for employees is important. It's a shame we have to pay to use the Rec Center. I know I'm more productive when I've been working out regularly. The tough part is finding time.</p>
194	<p>The current "banding" system seems to be directed more toward younger people just beginning a position at ECU where they can take an active role in upgrading their positions. The skills for tasks also seem to be for too broad of a spectrum of positions and makes moving from journey to advanced difficult.</p>
195	<p>When input is allowed, how serious is it taken in our favor?</p>
196	<p>My main concern is that sometimes employees who do not perform up to standard and do not have relevant educational experience for their positions, but who have "been around forever", are just shuffled from one position to the next in the state system instead of being terminated. I believe strongly in performance raises and promotions, and staff who consistently don't perform should NOT be rewarded or retained, yet this seems to be the case with many people in my department. It creates a stressful and unfair work environment for those of us who do consistently work hard, attain higher degrees, and are flexible when it comes to taking on new projects. To put it bluntly, our workloads become heavier because the department needs to compensate for the "old-timers" who don't seem to be of much value anymore or are reduced to administrative tasks (but remain in highly-classified positions).</p>
197	<p>Salary ceilings for staff should be removed. Faculty are not subject to them--why should staff go unrewarded for faithful years of service? The career banding categories for secretarial/clerical positions are not adequate. It's unrealistic to think everyone's position can fit neatly into one of the bands. The interview/selection process for new employees should be the same for the entire university, with minor differences when licensure and other tests are required. There should be two distinct offices within Human Resources for handling employee issues. Often the same person counsels/represents the employee and the employee's department. How can this person be objective? There are too many discrepancies in the way personnel matters are handled.</p>
198	<p>With career banding, employees are considered for raises based on equity (making comparisons with market index and other employees). Unfortunately this does not allow for performance based pay increases. There may be viable reasons why an employee has low pay (poor work performance, etc.), but to HR, the employee appears to be in an inequitable situation.</p> <p>I also feel that there needs to be better health care and dental options. I have worked in two other states, and their health and dental plans far surpassed NC state system plans.</p> <p>I think flexible work schedules allow more freedom for employees and give them a sense of value in their work environment. It also helps those with children and problems with commuting.</p>
199	<p>Very few departments give interim pay increases even if performance is outstanding.</p>

200	<p>I feel that the current system penalizes personnel rather than rewards personnel who do an outstanding job. Career Banding tends to put everyone in the same slot and does not take into account the issue of merit. I believe that faculty would never allow such a system to be put into place for them and it should not work this way for staff. The system encourages mediocrity and in order for the University to flourish as it has in the past, it will want to continue to employ qualified personnel and keep them.</p> <p>This will not happen if the system continues in the manner that it is set up.</p>
201	<p>The longevity pay is good but they take out so many taxes. This year was my first year receiving longevity pay and I was so excited. When I saw my Nov. 15 pay stub, I was a little disappointed. My longevity pay was \$421 but I only brought home \$183. It was hard to be happy but I said that was better than nothing. Also, fair pay in these departments. I have noticed since working at ECU that there are two sets of rules in some offices and that is not fair. I have a college degree and 10 years of service with ECU and I am barely making \$26,000/yr but people I know who do not have a college degree and have less years of experience and is making well over \$30,000/yr doing the same job I am. Plus when these departments give out department raises, they have certain ones they want to have the raises. Also, I work in an office where there is a lot of prejudice but what can you do about it? That is why I say there are two sets of rules in some departments at ECU.</p>
202	<p>Having the employees vote on their system sounds inappropriate as they are employees and are not self employed. They should have input for certain but not approval rights. The question is obviously biased &amp;quot;should just set it up&amp;quot; is not appropriate either.</p>
203	<p>I gave priorities to almost all the items in the survey because all the areas need to be re-examined.</p>
204	<p>The summer hours have always been considered a benefit of working at the university as well as the flex-time and work from home options during the holidays. It is difficult to understand why employees (staff) are expected to be &amp;quot;on-site&amp;quot; when students are out for the holidays. Most staff members could and would work from home if given the option. I know that I would be willing to forward calls to my cell and if someone wanted to be seen on campus during the break, I would make arrangements to meet them here and take care of what they might need.</p>
205	<p>The Leaders need to truly lead (setting the direction, instilling confidence etc) and the rest of us need to follow and support their current chairs, deans etc. ECU is a &amp;quot;business&amp;quot; organization, not a social club or fraternity.</p> <p>Stop the whining and negativity. Don't like the policies, your chair or the school colors?----no problem--move on.</p>
206	<p>I am not sure what can be done.</p> <p>However, campus wide -- there is so much stress in many departments, it can be felt from phone calls and general meetings from across campus.</p> <p>Over several years, from talking with friends and from my personal experience, there is little help from human resources to resolve personnel conflicts.</p>
207	<p>No comment.</p>
208	<p>Personnel system creates a caste system with EPA perceived as a superior class over SPA. This is damaging to output of work and morale</p>
209	<p>Hiring practices should be revised for sure. Right now who you know is more important than what you know. A skilled person or a person with credentials is not hired. They know who they will hire. A friend or a relative, and go through the motions of advertising and interviewing candidates. Make would be applicants waste their time which is not fair to any human being.</p>
210	<p>I wouldn't suggest a vote by employees for the re-vamp but focus groups on campus to see if there are areas that will be a fit for the majority or not.</p>
211	<p>Career Banding really needs to take into consideration when a Supervisor requests an in-range salary increase that there is a legitimate reason. This decision SHOULD NOT reside with Career Banding, as I have been told I cannot receive this increase by Human Resources. I do not feel it fair for Career Banding to decide my increase, over the opinion of my Supervisor whom seems my work everyday.</p> <p>Thank You!</p>

212	The system is unfair in several ways...there is no real grievance system for employees. If an employee tries to take action it ends up causing more problems for the employee. Personnel looks out for those in charge and it does no good to go to them with a problem. Raises are minimal and are usually accompanied by an increase in health insurance costs.
213	It seems unfair that a clerk from a grocery store with no prior experience (with no disrespect to that profession) and an individual with years of experience as an administrative assistant at the executive level could be hired at exactly the same salary. No due consideration is given for experience brought to the table.
214	I am presently a temporary, but had 67 months service several years ago. Having every employee in the university "vote" seems very chaotic and unwise, however, giving employees a voice or vote on a couple of layers within the process that would truly give value to each employee, maybe offering a website that would include employees opinions and thoughts along the way, but having some sort of panel or actual random employee inclusion on a panel in addition to administration making the final decisions/plans would be most successful. I would love to collaborate on developing a process such as this, because I have done something similar to this on a smaller scale would be very exciting.
215	I had difficulty understanding much of this survey. The questions seemed very ambiguous and I was unsure if I picked some of the topics if it would mean I was for them or thought they were a cause of problems at the university.
216	Career Banding has put a stranglehold on staff, especially department secretaries; once you reach advanced level you can't go any higher and the market value cap restricts you because the only raises you get are legislative. When re-vamping a system, you need to get input from all the staff; at this point department secretaries are the "working class poor." Staff are treated like second-class citizens; there's no opportunity for promoting within and years of experience are not considered at all. Training for Banner was pathetic and we can't get answers to questions because no one is ever available; there's no recognition for doing a good job. What good does it do to get outstanding on your job performance - you're not going to get anything
217	With the knowledge that employee salaries are public record, I do not feel that publishing this information in an easily accessible manner for any employee to review adds value to the workplace and would cause dissention among employees as well as negatively impact productivity.
218	Faculty morale is low. Anything that can be done to assure us that we are going in the right path will be helpful.
219	<p>The medical center and Brody School of Medicine are set up in such a way as to not be able to succeed in our market place. The BSOM must become a fully integrated medical school which contains Anesthesiology, Orthopedics, Radiology, ENT, Pathology. Currently these groups all exist outside of BSOM and the Medical faculty practice plan. These departments are quite profitable, and their revenues need to be invested in the entire medical center/ BSOM so that the departments that operate at losses due to the care of indigent and Medicaid, can end up with an overall composite revenue stream that has more of a chance of being profitable.</p> <p>Also, having these departments outside of the BSOM creates some subtle issues with productivity of services on weekends, because if you are in a profitable private practice, then you are not inclined to work during a weekend.</p> <p>The new Dean must address a number of these most fundamental issues within the structure of our medical center. It is clear that the BSOM and UHS/PCMH have different priorities that are to be</p>
220	<p>The present system of renewing EPA (non-faculty) appointments annually is labor-intensive and creates uncertainty to employees every year.</p> <p>Is there a way the employment contract can be long-term, but with the stipulation of employees being terminated if their performance is not meeting expectations?</p>

221	Please kill the class system!!!! It holds back and sends away greatly talented people who would spend 20 or 30 years at the university but because of lack of pay, professional respect. Also, higher administration needs to be held accountable by the GA. If the GA knew what some of them did on a regular basis it would make their jaws drop. A closer eye is needed to ensure proper learning on all of our campuses.
222	Career banding is not working for everyone! Our salary should not be limited to career banding - we need some type of merit or performance raises.
223	I think its very important for employees to be able to comment and make suggestions on a draft plan.
224	Do something about the pay different in the departments based on years of service and education..
225	Burden of paperwork is excessive...costs a lot of time and money.
226	None
227	I know very little about the current personnel system. Someone should explain this system to us before any of us are asked to vote on any changes.
228	Once again, pay attention to those of us who are part time. We save the state a great deal of money and often receive little recognition in return.
229	Full-time I am EPA but am very familiar of the differences. You'll never please all of the employees and most do not know what is entailed in most of the decisions. Use a knowlegdeable group on a certain area to get feedback from, ie HR on the benefits, etc.
230	slave labor of "part-time" faculty who teach full time with no benefits, wage increases, or recourse.
231	I do know that you cannot change everything. One thing i do suggest is that employees get some kind of incentives. It seems that we do not get any perks for working here. We have to ppay for parking, if you do not have a certain sticker, then you can't park everywhere. I feel like the students get everything and we don't. There just needs to be more for the employee.
232	I don't feel that the employees are given much incentive to continue working here. We are required to pay large amounts for parking without the guarantee of having an available parking space. The benefits given barely cover the aspects of living that they are designed to benefit. The pay is less than in the private sector, with raises being distributed without much emphasis on merit or achievement. Career banding is heralded as bringing in change but does not offer any pay benefits with the restructuring of the organization. There are limited university-related benefits in place, such as taking a single course a semester or getting a discount on books, whereas other organizations receive greater benefits not only for the employee but for their family as well. The university is more willing to bring in employees from outside the system as opposed to promoting those within.
233	The way that employers are allowed to treat employees is something I question from previous jobs. Invading privacy and setting up cameras on a moments notice is not going to encourage morale at all.

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