



**Fall 2015**

**HEO Quality of Work Life Survey**

**Preliminary Report**

**Office of Institutional Research  
November 2015  
OIR 15-11**



















**Table 3: Work-Related Quality of Life Attitudes**

(continued)

	<i>N</i>	<i>%</i>
<b>I work in a safe environment.</b>		
Strongly disagree	2	1.2
Disagree	14	8.6
Neutral	27	16.6
Agree	76	46.6
Strongly agree	44	27.0
<b>John Jay College communicates well with its employees.</b>		
Strongly disagree	26	16.0
Disagree	39	23.9
Neutral	41	25.2
Agree	48	29.4
Strongly agree	9	5.5
<b>I am involved in decisions that affect me in my own area of work.</b>		
Strongly disagree	21	12.9
Disagree	25	15.3
Neutral	32	19.6
Agree	64	39.3
Strongly agree	21	12.9
<b>I feel motivated to do my best in my current job.</b>		
Strongly disagree	9	5.5
Disagree	20	12.3
Neutral	31	19.0
Agree	55	33.7
Strongly agree	48	29.4
<b>I have unachievable deadlines.</b>		
Strongly disagree	30	18.4
Disagree	66	40.5
Neutral	30	18.4
Agree	29	17.8
Strongly agree	8	4.9

**Table 3: Work-Related Quality of Life Attitudes**

(continued)

	<i>N</i>	<i>%</i>
<b>John Jay College provides me with what I need to do my job effectively.</b>		
Strongly disagree	26	16.0
Disagree	42	25.8
Neutral	33	20.2
Agree	45	27.6
Strongly agree	17	10.4
<b>I am able to achieve a healthy balance between my work and home life.</b>		
Strongly disagree	12	7.4
Disagree	28	17.2
Neutral	43	26.4
Agree	57	35.0
Strongly agree	23	14.1
<b>I feel well at the moment.</b>		
Strongly disagree	10	6.1
Disagree	27	16.6
Neutral	24	14.7
Agree	76	46.6
Strongly agree	26	16.0
<b>When I have done a good job, it is acknowledged by my immediate supervisor.</b>		
Strongly disagree	15	9.2
Disagree	18	11.0
Neutral	20	12.3
Agree	61	37.4
Strongly agree	49	30.1
<b>I feel able to voice opinions and influence changes at John Jay College.</b>		
Strongly disagree	27	16.6
Disagree	42	25.8
Neutral	48	29.4
Agree	35	21.5
Strongly agree	11	6.7

**Table 4: Work Environment**

<i>Physical Environment (Health &amp; Safety)</i>	<i>N</i>	<i>%</i>
<b>During the past year, how many days have you been absent from work because YOU were sick or experiencing a health-related issue?</b>		
0	27	16.8
1	10	6.2
2	17	10.6
3	20	12.4
4	22	13.7
5	16	9.9
6	5	3.1
7	9	5.6
8	7	4.3
10	9	5.6
11	2	1.2
12	3	1.9
14	1	0.6
15	4	2.5
16	2	1.2
20 or more	7	4.3
<b>Have you experienced any of the following in your office/building? (select all that apply)</b>		
I am not experiencing any problems in my office/building.	4	2.5
<b>Respondents that made one or more selections:</b>	157	97.5
Inadequate air circulation	95	59.0
Noxious or unpleasant odors	55	34.2
Noise from air vents, equipment, other offices	69	42.9
Lighting being too dim or too bright	35	21.7
Temperature being too cold or too hot	130	80.7
Presence of pests (e.g. bugs, vermin)	77	47.8
Office space needing repair/cleaning (e.g. excess dust, water leakage, mold, rust)	67	41.6
Bathrooms are unclean or lack supplies (e.g. toilet paper, soap)	97	60.2
Elevators are unreliable (e.g. people get stuck, often out of service)	33	20.5

**Table 4: Work Environment**

(continued)

<b><i>Social Environment (Diversity &amp; Respect)</i></b>	<b><i>N</i></b>	<b><i>%</i></b>
<b>My immediate supervisor is respectful of personal differences. (Personal differences could include culture, ethnicity/race, gender, sexual orientation, religion, disability, etc.)</b>		
Strongly disagree	17	10.6
Disagree	2	1.2
Neutral	19	11.8
Agree	50	31.1
Strongly agree	73	45.3
<b>My other coworkers are respectful of personal differences.</b>		
Strongly disagree	12	7.5
Disagree	10	6.2
Neutral	16	9.9
Agree	61	37.9
Strongly agree	62	38.5
<b>It is important to me that others in the workplace respect personal differences.</b>		
Strongly disagree	13	8.1
Disagree	1	0.6
Neutral	7	4.3
Agree	39	24.2
Strongly agree	101	62.7

**Table 5: Workload**

<b>Responsibilities</b>	<b>N</b>	<b>%</b>
<b>Have your work responsibilities changed since you started in your current position?</b>		
No change	39	24.8
Yes, decreased responsibilities	6	3.8
Yes, increased responsibilities	112	71.3
<b>For respondents who indicated that their responsibilities increased...</b>		
<b>Have your increased responsibilities been accompanied by reclassification, additional salary steps, and/or other compensation/benefits?</b>		
Yes	31	27.7
No	81	72.3
<b>For respondents who indicated that their responsibilities decreased or increased...</b>		
<b>Please explain how your work responsibilities have changed.</b>		
Comment (see Appendix B-1)	74	62.7
No comment	44	37.3
<b>Within the 35-hour workweek, do you have enough time to complete/carry out your duties/assignments?</b>		
Never	13	8.3
Rarely	22	14.0
Sometimes	58	36.9
Often	44	28.0
Always	20	12.7
<b>How many days during the workweek do you take your 1-hour lunch break?</b>		
0	37	23.6
1	24	15.3
2	29	18.5
3	24	15.3
4	9	5.7
5	34	21.7
<b>Have you ever worked a less-than-8-hours turnaround?</b>		
Yes	25	15.9
No	132	84.1

**Table 5: Workload**

(continued)

<i>Overtime</i>	<i>N</i>	<i>%</i>
<b>Have you ever worked overtime (beyond the 35-hour workweek)?</b>		
Yes	131	83.4
No	26	16.6
<b>For respondents who indicated that they have worked overtime...</b>		
<b>Which of the following best describes your typical overtime situation?</b>		
Voluntary, with compensation	26	19.8
Voluntary, without compensation	82	62.6
Involuntary, with compensation	10	7.6
Involuntary, without compensation	13	9.9
<b>For respondents who indicated that they have worked overtime...</b>		
<b>In a typical month, how frequently do you work overtime?</b>		
0% (never)	3	2.3
1% to 25% (e.g. <1 week per month)	62	47.3
26% to 50% (e.g. 1-2 weeks per month)	35	26.7
51% to 75% (e.g. 2-3 weeks per month)	12	9.2
76 % to 100% (e.g. 3-4 weeks per month)	19	14.5
<b>For respondents who indicated that they have worked overtime...</b>		
<b>When you work overtime, how many EXTRA hours per week do you typically work?</b>		
0	1	0.8
1	11	8.4
2	20	15.3
3	15	11.5
4	12	9.2
5	22	16.8
6	6	4.6
7	6	4.6
8	9	6.9
9	3	2.3
10	14	10.7
12	4	3.1
13	2	1.5
15	2	1.5
20 or more	4	3.1

**Table 6: Professional Development & Satisfaction**

	<i>N</i>	<i>%</i>
<b>Have you developed and/or improved skills relevant to your current position?</b>		
Not at all	1	0.6
A little bit	19	12.1
Somewhat	49	31.2
Very much	63	40.1
Extremely	25	15.9
<b>Have you had opportunities to engage in professional development activities (e.g. workshops, conferences)?</b>		
Never	11	7.0
Rarely	32	20.4
Sometimes	68	43.3
Often	33	21.0
Always	13	8.3
<b>Have you had opportunities to engage in other college-wide activities unrelated to your position (e.g. committees, wellness, movies, lectures)?</b>		
Never	17	10.8
Rarely	47	29.9
Sometimes	59	37.6
Often	25	15.9
Always	9	5.7
<b>Opportunities to engage in professional development activities</b>		
Very dissatisfied	9	5.7
Dissatisfied	24	15.3
Neutral	55	35.0
Satisfied	58	36.9
Very satisfied	11	7.0
<b>Health and safety conditions of your workspace</b>		
Very dissatisfied	11	7.0
Dissatisfied	33	21.0
Neutral	48	30.6
Satisfied	50	31.8
Very satisfied	15	9.6
<b>Working at John Jay College in general</b>		
Very dissatisfied	7	4.5
Dissatisfied	28	17.8
Neutral	44	28.0
Satisfied	59	37.6
Very satisfied	19	12.1

## Table 6: Professional Development & Satisfaction

(continued)

	<i>N</i>	<i>%</i>
<b>How could the HEO Council better serve you?</b>		
Comment (see Appendix B-2)	55	35.0
No comment	102	65.0
<b>Do you have any comments, questions, and/or suggestions?</b>		
Comment (see Appendix B-3)	35	22.3
No comment	122	77.7

**Table 7: Means & Standard Deviations for Applicable Variables**

<b>Work-Related Quality of Life Attitudes</b>	<b>Response Options</b>		<b>Descriptive Statistics</b>		
	<b>Min</b>	<b>Max</b>	<b>N</b>	<b>M</b>	<b>SD</b>
I would recommend John Jay College as a good one to work for.	1 = strongly disagree	5 = strongly agree	162	3.3	1.1
My current working hours/patterns suit my personal circumstances.	1 = strongly disagree	5 = strongly agree	163	3.8	1.1
Generally things work out well for me.	1 = strongly disagree	5 = strongly agree	163	3.8	0.9
I often feel excessive levels of stress at work. (reverse-scored)	1 = strongly disagree	5 = strongly agree	163	2.7	1.2
My work is as interesting and varied as I would want it to be.	1 = strongly disagree	5 = strongly agree	163	3.6	1.1
I work in a safe environment.	1 = strongly disagree	5 = strongly agree	163	3.9	0.9
John Jay College communicates well with its employees.	1 = strongly disagree	5 = strongly agree	163	2.8	1.2
I am involved in decisions that affect me in my own area of work.	1 = strongly disagree	5 = strongly agree	163	3.2	1.2
I feel motivated to do my best in my current job.	1 = strongly disagree	5 = strongly agree	163	3.7	1.2
I have unachievable deadlines. (reverse-scored)	1 = strongly disagree	5 = strongly agree	163	3.5	1.1
John Jay College provides me with what I need to do my job effectively.	1 = strongly disagree	5 = strongly agree	163	2.9	1.3
I am able to achieve a healthy balance between my work and home life.	1 = strongly disagree	5 = strongly agree	163	3.3	1.1
I feel well at the moment.	1 = strongly disagree	5 = strongly agree	163	3.5	1.1
When I have done a good job, it is acknowledged by my immediate supervisor.	1 = strongly disagree	5 = strongly agree	163	3.7	1.3
I feel able to voice opinions and influence changes at John Jay College.	1 = strongly disagree	5 = strongly agree	163	2.8	1.2
WRQOL Scale Total (items averaged)	1	5	163	3.4	0.7

<b>Work Environment</b>	<b>Response Options</b>		<b>Descriptive Statistics</b>		
	<b>Min</b>	<b>Max</b>	<b>N</b>	<b>M</b>	<b>SD</b>
During the past year, how many days have you been absent from work because YOU were sick or experiencing a health-related issue?	0 = 0	20 = 20 or more	161	5.1	5.0
Have you experienced any of the following [problems] in your office/building? Number of problems selected by respondents	0	9	161	4.1	2.3
My immediate supervisor is respectful of personal differences.	1 = strongly disagree	5 = strongly agree	161	4.0	1.3
My other coworkers are respectful of personal differences.	1 = strongly disagree	5 = strongly agree	161	3.9	1.2
It is important to me that others in the workplace respect personal differences.	1 = strongly disagree	5 = strongly agree	161	4.3	1.1

**Table 7: Means & Standard Deviations for Applicable Variables**

(continued)

<b>Workload</b>	<b>Response Options</b>		<b>Descriptive Statistics</b>		
	<i>Min</i>	<i>Max</i>	<i>N</i>	<i>M</i>	<i>SD</i>
Within the 35-hour workweek, do you have enough time to complete/carry out your duties/assignments?	1 = never	5 = always	157	3.2	1.1
How many days during the workweek do you take your 1-hour lunch break?	0 = 0	5 = 5	157	2.3	1.8
When you work overtime, how many EXTRA hours per week do you typically work?	0 = 0	20 = 20 or more	131	5.8	4.2

  

<b>Professional Development &amp; Satisfaction</b>	<b>Response Options</b>		<b>Descriptive Statistics</b>		
	<i>Min</i>	<i>Max</i>	<i>N</i>	<i>M</i>	<i>SD</i>
Have you developed and/or improved skills relevant to your current position?	1 = not at all	5 = extremely	157	3.6	0.9
Have you had opportunities to engage in professional development activities (e.g. workshops, conferences)?	1 = never	5 = always	157	3.0	1.0
Have you had opportunities to engage in other college-wide activities unrelated to your position (e.g. committees, wellness, movies, lectures)?	1 = never	5 = always	157	2.8	1.0
Satisfaction with opportunities to engage in professional development activities	1 = very dissatisfied	5 = very satisfied	157	3.2	1.0
Satisfaction with health and safety conditions of your workspace	1 = very dissatisfied	5 = very satisfied	157	3.2	1.1
Satisfaction with working at John Jay College in general	1 = very dissatisfied	5 = very satisfied	157	3.4	1.0

## **Appendix A: HEO Quality of Work Life Survey September 2015**

### **PAGE 1: INTRODUCTION**

Welcome to the HEO Quality of Work Life Survey!

The purpose of this survey is to assess quality of work life among HEO-series employees at John Jay College.

Your input is extremely valuable! Participation is voluntary and responses will remain confidential. No attempt will ever be made to identify any individual completing this survey.

The results of this survey will be presented in a non-identifiable, aggregated format to the HEO Council and others in the CUNY community.

This survey should take about 10 minutes to complete.

\* Required questions are indicated by asterisks

### **PAGE 2: PERSONAL DEMOGRAPHICS**

1. Gender:

- Female
- Male
- Other
- Prefer not to respond

2. Age:

- 24 or younger
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or older
- Prefer not to respond

3. Ethnicity:

- Hispanic/Latino/Latina
- Not Hispanic
- Prefer not to respond

4. Race:
- American Indian or Alaska Native
  - Asian
  - Black or African American
  - Native Hawaiian or Other Pacific Islander
  - White
  - Two or more races
  - Prefer not to respond

### **PAGE 3: WORK DEMOGRAPHICS**

5. How long have you been working at John Jay College in the HEO series?
- Less than 1 year
  - 1 to 5 years
  - 6 to 10 years
  - 11 to 20 years
  - More than 20 years
6. Which building do you typically work in?
- New Building
  - Haaren Hall
  - North Hall
  - BMW
  - Westport
  - 54th Street Annex
  - Other
7. What is your current classification in the HEO series?
- Assistant to Higher Education Officer (aHEO)
  - Higher Education Assistant (HEa)
  - Higher Education Associate (HEA)
  - Higher Education Officer (HEO)
  - Do not know
8. What is the Fair Labor Standards Act (FLSA) status for your position?
- Exempt
  - Non-exempt
  - Do not know
9. What is the rank of your immediate supervisor?
- Executive/Senior administrator (e.g., President, Vice President, Provost, Dean)
  - HEO (or other HEO-series employee)
  - Faculty member (regardless of whether it is in an academic or non-academic unit)
  - Classified managerial/Civil service employee
  - Prefer not to respond
  - Do not know

10. Which division of the college is your office/department a part of?
- Office of the President (including Legal Counsel)
  - Finance and Administration
  - Academic Affairs
  - Student Affairs
  - Enrollment Management
  - Marketing and Development
  - Prefer not to respond
  - Do not know

#### **PAGE 4: ATTITUDES**

11. Please respond to the following items using the provided scale. Do not take too long over each item; we want your first reaction. This is simply a measure of your attitudes to the factors that influence your experience at work.

**Response options: strongly disagree, disagree, neutral, agree, strongly agree**

- a. I would recommend John Jay College as a good one to work for.
- b. My current working hours/patterns suit my personal circumstances.
- c. Generally things work out well for me.
- d. I often feel excessive levels of stress at work. (*reverse-score for scale total*)
- e. My work is as interesting and varied as I would want it to be.
- f. I work in a safe environment.
- g. John Jay College communicates well with its employees.
- h. I am involved in decisions that affect me in my own area of work.
- i. I feel motivated to do my best in my current job.
- j. I have unachievable deadlines. (*reverse-score for scale total*)
- k. John Jay College provides me with what I need to do my job effectively.
- l. I am able to achieve a healthy balance between my work and home life.
- m. I feel well at the moment.
- n. When I have done a good job, it is acknowledged by my immediate supervisor.
- o. I feel able to voice opinions and influence changes at John Jay College.

## PAGE 5: WORK ENVIRONMENT

12. During the past year, how many days have you been absent from work because YOU were sick or experiencing a health-related issue? \_\_\_\_\_

Response options ranging from “0” to “20 or more”

13. Have you experienced any of the following in your office/building? (select all that apply)

- Inadequate air circulation
- Noxious or unpleasant odors
- Noise from air vents, equipment, other offices
- Lighting being too dim or too bright
- Temperature being too cold or too hot
- Presence of pests (e.g., bugs, vermin)
- Office space needing repair/cleaning (e.g., excess dust, water leakage, mold, rust)
- Bathrooms are unclean or lack supplies (e.g., toilet paper, soap)
- Elevators are unreliable (e.g., people get stuck, often out of service)
- I am not experiencing any problems in my office/building

14. Please respond to the following items using the provided scale.

Response options: strongly agree, agree, neutral, disagree, strongly disagree

- a. My immediate supervisor is respectful of personal differences. (Personal differences could include culture, ethnicity/race, gender, sexual orientation, religion, disability, etc.)
- b. My other coworkers are respectful of personal differences.
- c. It is important to me that others in the workplace respect personal differences.

## PAGE 6: WORKLOAD

15. Have your work responsibilities changed since you started in your current position?

- No change
- Yes, decreased responsibilities
- Yes, increased responsibilities

*“Increased” response triggers question:*

Have your increased responsibilities been accompanied by reclassification, additional salary steps, and/or other compensation/benefits?

- Yes
- No

*“Decreased” and “increased” responses trigger question:*

Please explain how your work responsibilities have changed. (comment box)

16. Within the 35-hour workweek, do you have enough time to complete/carry out your duties/assignments?

- Always
- Often
- Sometimes
- Rarely
- Never

17. How many days during the workweek do you take your 1-hour lunch break?

- 0
- 1
- 2
- 3
- 4
- 5

18. Have you ever worked overtime (beyond the 35-hour workweek)?

- Yes
- No

*“Yes” response triggers questions:*

Which of the following best describes your typical overtime situation?

Note: compensation = time off, extra money, etc.

- Voluntary, with compensation
- Voluntary, without compensation
- Involuntary, with compensation
- Involuntary, without compensation

In a typical month, how frequently do you work overtime?

- 0% (never)
- 1% to 25% (e.g., less than one week per month)
- 26% to 50% (e.g., 1-2 weeks per month)
- 51% to 75% (e.g., 2-3 weeks per month)
- 76 % to 100% (e.g., 3-4 weeks per month)

When you work overtime, how many extra hours per week do you typically work?

*Response options ranging from “0” to “20 or more”*

19. Have you ever worked a less-than-8-hours turnaround?

Example: leaving after 1AM and coming back the next day by 9AM

- Yes
- No

## **PAGE 7: DEVELOPMENT**

20. Have you developed and/or improved skills relevant to your current position?
- Not at all
  - A little bit
  - Somewhat
  - Very much
  - Extremely
21. Have you had opportunities to engage in professional development activities (e.g., workshops, conferences)?
- Never
  - Rarely
  - Sometimes
  - Often
  - Always
22. Have you had opportunities to engage in other college-wide activities unrelated to your position (e.g., committees, wellness, movies, lectures)?
- Never
  - Rarely
  - Sometimes
  - Often
  - Always

## **PAGE 8: SATISFACTION & COMMENTS**

23. Please indicate your level of satisfaction with the following items using the provided scale.  
**Response options: very satisfied, satisfied, neutral, dissatisfied, very dissatisfied**
- a. Opportunities to engage in professional development activities
  - b. Health and safety conditions of your workspace
  - c. Working at John Jay College in general
24. How could the HEO Council better serve you? ([comment box](#))
25. Do you have any comments, questions, and/or suggestions? ([comment box](#))

## **PAGE 9: THANK YOU**

Thank you for completing the survey! Your response is very important to us!

This survey was created by the HEO Quality of Life Committee in conjunction with the Office of Institutional Research (OIR).

Some items were extracted and/or adapted from the Work-Related Quality of Life scale developed by S. Easton and D. Van Laar (Quality of Working Life Research, Department of Psychology, University of Portsmouth, Portsmouth, PO1 2DY, United Kingdom).

The results of this survey will be presented in a non-identifiable, aggregated format to the HEO Council and others in the CUNY community. A report will also be made available on OIR's webpage by the Spring 2016 semester.

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## Appendix B-1: Open-Ended Responses

**"Please explain how your work responsibilities have changed."**

*Note: Potentially identifiable information has been redacted to maintain confidentiality.*

- A number of HEO Series and College Assistant positions in our office have been vacant, frozen and terminated (due to the Division's budget no longer allows for a College Assistant to continue to be allocated to our office). With that said, our office has been tremendously impacted and understaffed. As a result, my responsibilities have increased significantly, due to the absence of the positions. My current role has changed significantly, in light of the office changes. This has increased my responsibility in the planning, programming, coordination, and implementation of a majority of the department's current programs and new initiatives within the office.
- Added new procedural updates and daily tasks.
- Added to be part of a [REDACTED] committee that is not work related and some added responsibilities that are work related.
- additional intake projects added.
- After my only teammate resigned, I picked up her position's duties without assistance during the four months the position was vacant. My responsibilities, always vaguely defined, have seen additions over the past year rather than changes - meaning, we are asked to do MORE work but never DIFFERENT work that could be more beneficial overall.
- Although I am classified as an Assistant to HEO, the position is much more than an administrative position. With an advanced degree and with the work load/responsibilities, the position should be a higher HEO classification with a higher salary.
- Any explanation would take away from my anonymity. My responsibilities have increased. And four additional full-time staff now also report to me.
- As my supervisor has rendered him/herself increasingly unavailable due to his/her own personal agenda, I have had to 'cover' more than is appropriate for my title/paygrade/etc.
- As other employees have terminated I have gained their tasks even if they were totally unrelated to my position (without any additional compensation) causing me to have a difficult time or not be able to complete my original tasks.

- As the college faces new issues and require data and details, I have had to create new applications and source files to accommodate these request. This has had to be accomplished with no additional staff or compensation.
- Began as a manager but workload also included being a worker. Increased duties to other duties when part time people left and positions were not filled. Graduated to supervisory role and department head with continued added responsibilities and longer hours.
- Changes to the Office structure took away much needed assistance and now I am left with out administrative support.
- Constantly expanding project portfolio, with new projects assigned by outside executives (e.g. President) in addition to immediate supervisor.
- CUNY First has caused much more processing work.
- due to the resignation of several staff members, I have taken on many different tasks to compensate for the loses.
- Expanded duties since being hired in 2008: In addition to undergrads, [REDACTED]; knowledge of [REDACTED] (after discontinuance of the [REDACTED] position); knowledge of and [REDACTED] relative to the [REDACTED] Program for undergrad and grad. students.
- expanded student population served
- given more projects
- Hired as the Director of the [REDACTED] but then charged with oversight of [REDACTED]
- I am an [REDACTED] I started with the [REDACTED] Office as an [REDACTED] and learning all the different responsibilities within the [REDACTED] Office, checking and cleaning the [REDACTED] answering the [REDACTED] e-mails and [REDACTED] due to the many changes within the [REDACTED] administration. It seems like not respect and not support
- I am currently do the work formerly done by 3 people. (One of those retired, the other transferred to another CUNY campus.) Efforts to get full-time replacement help have proven futile.
- I am given responsibilities outside of my regular job description that prevents me from making deadlines.
- I do not have enough support staff or resources to easily complete my assignments.

- I have absorbed the vast majority of the associate HEO under whom I was hired to work. Although a parallel position was hired, I am still responsible for those duties.
- I have been asked to engage our [REDACTED].
- I have been assigned more admin duties that take me away from
- I have taken on some responsibilities when a co-worker left.
- I no longer supervise staff; however, I am dealing with a wider range of issues relating to students.
- I now run/manage all aspects of administration in my area: [REDACTED]  
[REDACTED]
- I now supervise more employees. I have more access to programs used to [REDACTED]  
[REDACTED] In addition, I have more responsibilities pertaining to [REDACTED]
- I now supervise more people and have more responsibilities overseeing the department as a whole.
- I run a program that needs to monitor [REDACTED] This was not the case when I first took the job in the 1990's. My day is filled with reviewing [REDACTED] and takes up time to do other important jobs. No additional staff was hired until last year to help with that task. 1 person was hired.
- I took on an a second title with additional responsibilities. I am still doing the work I was responsible for initially.
- I was hired as a CA now I am in charge of my department.
- I was hired to work specifically in one area of our office and now that the areas have been combined as one I find myself doing work on 2 fronts and broadening my workload because some members of my team do not report to work and call out on a consistent basis. They are not reprimanded but instead the entire team is reprimanded.
- I was originally hired for one position, but since coming on board I have picked up additional responsibilities which include working with other offices in different aspects. Despite a request for a merit increase, I have been overlooked.
- I went from data entry and customer service to [REDACTED] and [REDACTED] when I transitioned [REDACTED]
- I work always more than 35 hours per/week for the past 4-5 years, but.....
- I've involved in more sectors of my department than what I anticipated when I took the job.

- Increase in volume. Never received a job description.
- Increase on the number of students to serve with same/less staff.
- Increased responsibilities with little to no staff.
- less people more work
- More added responsibilities.
- More analysis and tracking required.
- More efficient methods were put into place, therefore decreasing mu responsibilities.
- More [REDACTED] materials to be generated, more [REDACTED]
- More managerial tasks
- More projects. More deadlines. Just more work. Lots more work.
- More staff to supervise
- My area of responsibility has grown to include different groups.
- My coworker and supervisor are no longer at the college and my work load has tripled.
- My coworker who handled [REDACTED] and [REDACTED] quit, so now I have to [REDACTED] on top of my duties for [REDACTED]
- My responsibilities have become more focused and less varied. This has been good and bad as my work is less diverse and challenging, but I have a good work life balance now.
- My title and the worked that i did was change after a new director was hired.
- My work load and scope of responsibility to the college as a whole as doubled, if not more, while my input into decisions impacting my job and responsibilities has completely disappeared. I was hired with the promise of decision-making input but I have not been given that ability in any appreciable sense. (Citing specific examples here would disclose my position and invalidate the anonymity of this survey.)
- My work load doubled
- My work load has increased significantly since I started working here and the majority of tasks I do are not in my job description. I supervise college assistants,

plan and execute large scale [REDACTED] events, manage a budget and program that is not supposed to be a part of my office, among several other things. When my current supervisor left ([REDACTED]), leaving me as the only full time professional staff member in my department, I asked for a reclassification and/or salary increase, and was told I would have to wait until next year. I am currently running a department on an [REDACTED] salary.

- New position and a slight increase in salary.
- Numerous projects have been implemented within my work positions however reclassification has not been done. Conversations of reclassifications are mentioned however nothing has been done.
- Received a promotion
- Since implementation of the [REDACTED] system for [REDACTED] it has increased the work load of the [REDACTED] due to conducting trainings for users, the approval process is more in depth and robust by using the new system.
- Staff in the office has resigned. Their responsibilities have been distributed throughout the department on an interim basis while the position is being filled.
- Steps are being taken now
- Supervising 20 more people than when I started.
- Supervising college assistant staff and additional projects and initiatives
- The day-to-day responsibilities increased, a lot of cleaning up files/records/revamping a more efficient and effective way of attaining information to reduce processing time.
- the department is in the growth stage. we are a bit understaffed so many of us are taking on extra responsibilities to keep the department running.
- The meaningful responsibilities 'important tasks' were taken away from me and were assigned to either white or Asian descent employees which gives them an opportunity to be reclassified and grow at their position. Job demotion!
- They just have!
- Two full-time positions were combined into my ONE position. Additional people report to me. Responsibilities require me to be the liaison to 4-5 different departments outside of our Division. We have made staff cuts that have added more administrative work to my plate.
- We must attend meetings from 6-9PM once a month (all while still working our 9-5 schedule) and work on weekends sometimes. We are looked down on when we don't attend BBQs or Holiday Parties thrown by our supervisor. It is frowned upon to take

a lunch break. Our cell phones HAVE to be made available to our coworkers and supervisor and is freely given to outside people if they want to get in touch with us. We are expected to answer our phones when on vacation, sick, nights, and weekends.

- When a people resigned, I was given the work. No pay increase.
- With the resignation of several employees within my department, I've had to pick up their duties.

## Appendix B-2: Open-Ended Responses

### "How could the HEO Council better serve you?"

*Note: Potentially identifiable information has been redacted to maintain confidentiality.*

- Meet more than once a year for reclassifications - it seems unfair how long it takes to get a raise or reclassification since the committee only meets in December. -Send HEO's emails or have a document/website with details on how to go about requesting a salary step or reclassification as it is very hard to find information on these things. -Assist in filling vacant positions in departments in need
- A review of re-classifications of HEO positions needs to be had to compensate employees properly for the level and amount of work they do in lieu of an updated contract.
- Advocate for an overall evaluation of office organizations to determine distribution of HEO lines throughout the college. Provide advice regarding reclassification or promotion when higher-level duties are absorbed.
- As a new employee I found the on boarding process confusing. It took weeks to set up my computer and to get access to networks and systems like CUNYfirst which were needed to perform my job. It would be great to have a meet and greet or a new HEO orientation for the new employees so we are not thrown into a job without knowing the JJAY process for submitting purchase orders, ordering supplies, and taking care of basic facilities needs.
- Be more consultative and share information more quickly so that I feel well-represented.
- By conducting surveys like this where the results will show the degree/levels of improvements needed.
- Communicate to the entire HEO body on what is going on at the College on a regular basis, transparency! Empower all HEOs to professionally develop since this is lacking at the College wide level, lots of favoritism going on. Advocate for HEOs who are mistreated/discriminated by their immediate supervisor or anyone else at the College.
- Continue to advocate for policy/action related to work/life balance, better/holistic management, acknowledgment of staff, more time off, etc. Help bridge communication between front line managers/employees and Upper Management.
- Continue to survey and create opportunities like this for our community! Thank you!! :)

- Continued work on getting our new contract and more union related workshops so all employees have the opportunity to fully know all there rights
- Contract
- Creative thinking about industrial action in support of a new contract. None of this stuff matters because we can't afford to live in New York on a current HEO salary. When are we going to strike?
- Differentiate HEO issues from faculty issues. The PSC is faculty/administration disposed. HEO's are the working backbone of the college ,however are not rewarded.
- Do not occupy the North Hall with such gross conditions and low maintenance staff. Seems like everything is allocated to the new building and those of us still forced to occupy North Hall are forgotten. Roaches, HOT summers, large amounts of dust from vents, dirty bathrooms are not good working conditions.
- Encourage reclassification of employees are committed to the department/college.
- Engage more HEOs and clearly define role. HEO Council is often mistaken as the PSC.
- First thing first, we need a new contract. Then we need better opportunities for advancement and reclassifications.
- Have all budgets made public in a user friendly way so as there is real transparency and we can know clearly where the college is putting its resources. I mean all budgets tax levy and all soft monies. The VP for finance should have to present very budget he over sees and have justifications for expenditures. It should be one of the town hall meetings and he should defend the budget and all the VP's and president should be on hand to answer questions if needed.
- help people be approved for reclassification or salary bump ups
- help with the reclassisficaton of a job. It is up to your supervisor to start the process, but they may not agree with a staff members request. Staff member must do the leg work in order to prove they should be reclassified, then you also need to do more work because you are reclassified. You are not being compensated for the work you have done in pass, you must take on more work to be reclassified to a higher title.
- Hold the administration accountable on the 35-hour work week - they need to create the conditions under which that is possible, either through work-load mitigation or by hiring more HEOs. Also, supervisors (even fellow HEOs) need to self-regulate their expectations of what is possible to more realistic standards - by not piling on more and more work without taking into account what is already on our plates.

- Host special topic workshops outside of the HEO meetings - reclassification, professional development (work with HR), benefits specifically for HEO's that we could be unaware of, motivational speakers, new HEO's workshop, more fun activities to get more HEOs involved
- I am satisfied with the information concerning events at the College that I receive in the HEO Council emails.
- I believe that the Council is working as well as possible.
- I came on board with little to no experience in my position and was able to turn it around in no time. We went from [REDACTED] to receiving a reprieve from [REDACTED]. It would be nice to be compensated for my efforts. I know I get paid, but I am due an increase for my efforts.
- I think the HEO Council needs to do a better job explaining to HEOs what it is for and what it does.
- I think the information gathered in these types of surveys needs to not only be assessed, but used by upper management to make real changes. Morale seems very low, and much of that is due to management issues and lack of strategic implementation.
- I want to see prof development come from the HEO Council
- I'm not sure. I think many of my concerns are extremely specific to my individual situation. As long as my supervisor is in place and is supported by the overall structure, things are unlikely to change for me. I recognize that it's my own responsibility to change or leave.
- I'm very confident that the HEO Council does everything they could feasibly do in efforts of being the best advocate for us. However, In light of the recent budget crunch issues and the various discussions on budget cuts, especially with College Assistants and lines being frozen, better transparency from upper administration is definitely needed. The HEO Council could better assist by arranging a meeting, forum, etc, which would allow for everyone to get on the same page and truly understand the cut justifications within CUNY, the college, and each affected area, as this issues seems to be on 'a need to know' basis. Additionally, If the HEO Council could possibly arrange for presentations by each Division on how it was decided to resolve the budget deficits within their areas. These presentations would help clear up any confusion that anyone may have with regards to how the budget has impacted each division's area and the assessments used to determine the allocations of funds to various departments.
- Is there someone we can speak with when there are questions about concerns we may have about our workload/schedule?

- John Jay has squandered many - if not most - of my skills. Had I been able to rise, I could have rebuilt, revamped my department and made it more student/education centered. At my own expense and on my own time, I would have visited other such departments in colleges and universities throughout the East, and even two excellent institutions in the Midwest, to learn from them, to see first-hand what they do, how they serve their student populations and their institutions. But John Jay, the Administration, kept me stuck in the same place, year after year, doing the 'same ol' same ol' - and now I have grown older; I can retire when I wish, and the window of opportunity has now closed. Meanwhile, the department - like the College - has grown ever more corporatized, ever more data oriented and ever more bureaucratized - everything now in obvious imitation of corporate structure. The real, true 'bottom line' here is data and reports. Indeed, data is the center and soul, the dead heart of my department, literally and figuratively - not performing more efficiently and effectively, not rendering better service to our students and to the College and, of course, to education. No, nowadays data and the 'same ol' same ol' comes first. 'On my watch,' I would very much have liked to have brought my department into the 21st century, without losing sight of the College's mission, the University's mission. I could have done some good things here.
- More fruitful discussions at the general meetings and more of a plan of action for implementing new ideas.
- More information on workshops, training, and education.
- More workshops generally; more exposure to information about the role of the HEO in the college.
- No AC in our offices through out this summer has been cruel, someone should have addressed that situation for us. Overtime work hours should be compensated and should not be expected or mandated. Somehow it should be communicated to all supervisors that we are entitled to a 1 hour lunch each day, sick/vacation/off-hours that are UNINTERRUPTED, and that we should not be almost forced to attend social gatherings on our free time.
- Our superiors should have an understanding of how much is been done with so little help. There is no support from our superiors, it seems that we do not matter. We are just there to do a job with no right to raise our voice to be treated with understanding and respect. This level of indifference is coming from the very top.
- Plain and simply, work toward giving us a real voice at John Jay. HEO council needs to figure out a way to ensure HEOs are fairly and equitable represented in the governance structure. No more of this non-voting, support-only roles that are supposed to constitute committee membership. (It's like we are not there to think but to only do as we are told.) Why are faculty allowed the overwhelming majority of the voting power in committees while the HEOs have almost none? We don't get a say (read: vote) in policy recommendations. We do get to comment on things like the new mission statement. However, by design we are never in the development process. We get told our comments are valued. But in truth they never impact the

final outcome because the final outcome is already a done deal. We aren't a part of any planning process. 'Your VP represents your voice,' is the biggest lie on campus. No one represents the HEOs in Academic Affairs. Certainly not the Provost, who is too busy representing faculty and academic program interests to bother with HEOs.

- Provide more professional development opportunities and more information on how to advance as a HEO.
- Setting committees or peer counseling meaning short sessions between 2 Or 3 members were the HEO may feel comfortable to explain what is going on in their job places and what are the opportunities to move up
- The HEO Council can help by providing raises and reclassification to compensate hard work and encourage employee to continue to do great and better job for the institution with happy hearts. Work motivation has been a foreign concept at John Jay for many years. The employee dissatisfaction and lack of appreciation/motivation has tampered this college moral. A moral that affects the work environment, the employee motivation and willingness to give their best and ultimately, it affects how our students are serviced. Happy employee = fruitful institution.
- The HEO Council does a great job of serving the community. In speaking to my fellow HEO's across campus, there seems to be a serious divide between the 'old JJC' and the 'new JJC. A lot of people are unhappy with the environment and increased workloads with little to no staff.
- The HEO Council has limited capabilities to improve workplace issues for HEOs at John Jay.
- the HEO Council has lost its momentum and it due largely to the structures that are in place at the college. Most complainant are usually given 'lip service' but no real outcome when supervisors violate policies. The system is set up so that one cannot complain when they are being told to stay late or come in on the weekend. Also you can be moved from one department to another even though you went through a rigorous process of being hired for a particular position.
- The HEO council is doing a good job and its officers are dedicated, but I would prefer to use my energies to leave John Jay. Compensation is grossly unfair and inadequate.
- The temperature and quality of air is an issue in North hall. Half of the staff in the department suffer from allergies and it is very uncomfortable.
- The working conditions in Haaren Hall are deplorable. There has been no air conditioning on the second, third, fourth and fifth floors in this building since the end of the spring semester up until now. With the students back on campus the primary floors of use the (third floor and the fourth floor) are in my opinion in near

hazardous condition. No air circulation. An understaffed custodial crew can lead to health issues. The college in my opinion has turned a blind eye to these conditions.

- They cannot. I'm exempt.
- they should work closer with the union to better represent HEO issues on campus.
- This survey is a great way to serve us better. I feel that the HEOs are so busy, that we can't even participate in the activities that would be geared to help us reduce our stress. We need the HEO Council to advocate for more manageable workloads and to get us assistance to do our work (or reduce the work!)
- Updates on PSC contract negotiations would be helpful.
- Updates on the reclassification process and what can be done with a system that reclassifies employees more than twice a year.
- We need more staffing and budget, which is what makes the work so stressful, and it's hard for managers to be cognizant or respectful of their employees' stressload when they themselves are pushing it to the limit without a minute to think. This leads to everyone being reactive instead of responding with foresight and empathy. How can the HEO council help us with this? It would have been nice to have a HEO introduction or orientation when I first became a HEO. There should be a protocol for OT form submissions that allow us to receive confirmation when a form is received. Twice it has happened that my OT form was supposedly not received by HR and now they say it's too late to get paid for my work.
- Work with the union on contract pressure. I haven't had a raise since 2010 and I won't be in my job much longer unless the situation changes.
- Would like to paid my overtime hours for the last 4-5 years.

## Appendix B-3: Open-Ended Responses

**"Do you have any comments, questions, and/or suggestions?"**

*Note: Potentially identifiable information has been redacted to maintain confidentiality.*

- Bathroom maintenance is embarrassing here. I'm constantly apologizing to visitors.
- Create a better system within the reclassification process. Currently been working in the same positions for 6 years (been working for John Jay over 10 years i.e. work study and college assistant positions) and no reclassification has been conducted despite additional work load.
- establish better communications with HR for paper work processing, establish better onboarding procedures so there is an easy transition into the new role.
- Good luck with the survey. It's a first and I hope it helps in demonstrating how heis feel on campus.
- HEOs need to be recognized more in the college community.
- Hopefully this survey will be seen by those in a position to make change, whether they do or not-President, HR, VPs.
- HOW ABOUT A NEW CONTRACT, WITH RAISES AND RETROACTIVE PAY!!!!
- I am dissatisfied with the leadership and guidance at this institution and even more dissatisfied with the lack of accountability with regard to people abusing time and leave here. It is unfair as an employee and team member to be expected to report to work everyday and assume the responsibilities of others who fail to report consistently and yet they are not held accountable to the same standard. I believe employees in supervisory roles should be mandated to take training courses in management and be taught how to manage people. fairly.
- I appreciate all the efforts of the council. While I am still a newbie to the council, I do go to the meetings when possible to listen and contribute where I can. Keep up the great work!
- I think it should be communicated to this College President that he has failed on many aspects in leading the HEO body. President Travis has proved not to care for John Jay employees who have invested their lives/career at this College. Discrimination against blacks/Hispanic HEO employees is so crystal clear. It is indeed a disturbing daily occurrence. HEO lives matter and I think we shall send this message to President Travis, his executive team, and his directors. He needs to act in policy and practice. He has completely failed on this. This separation of 'old' and 'new' John Jay has been created by Jeremy's atmosphere of dividing employees

and at the end of the day 'white privilege' prevails NOT real justice. I hope these results and comments are shared with him. Thank you to the subcommittee and thank you to our HEO Council President for transforming the culture of the HEO body and giving us a voice. John Jay needs to respect and treat its employees with dignity and fairly.

- I would like to know how can one ask or apply for a reclassification within the HEO line.
- In general I think the campus would be better served by better communication between employees and upper management. Also, there needs to be better systems of communications between departments and IT.
- In terms of health and safety conditions, I am dissatisfied with the health conditions versus the safety conditions. The conditions in North Hall are a serious problem. No air ventilation or A/C during the summer months. Many days I leave with headaches due to the dust and high levels of uncontrollable lighting.
- It does not matter what we suggest, things never change.
- It is difficult to change a system that doesn't support it workers. We have no boundaries for work and personal life...work should come first and families and personal life after.
- it would be nice if we could have a contract.
- John Jay is a great place to work!
- John Jay is filled with wonderful people (students, faculty, and staff). A better rewards system needs to be put in place to retain and acknowledge good employees. The rewards system should include items that happen to employees who are NOT meeting expectations. Time off policies need to be loosened in order to allow managers to give time off to employees who work overtime all year round. Consider a 'College-Wide Day Off' 2 times a year to acknowledge the hard work of all employees. Cross-functional meetings/teams would also help the small HEO staff communicate better across functions/divisions. College-Wide employee events should have a fun/social component. Attending these functions should be supported by managers and attended by the leadership of the College. Town Hall Meetings are a great way to engender a sense of community and allow a voice for each member of our College community. Great idea!
- Just the above. I do appreciate the opportunity to complete this survey!
- Let's turn off lights and adjust temperatures to save energy and fight climate change.
- Make reclassification a reality - particularly as a self-initiated process.

- More and more John Jay College seems to imitate the corporate world and structure (as opposed to the corporate world imitating that which was once the good things of Academia). I wish the College would, in part, imitate a prior corporate model, post-World War II era, when corporations actively - and even (at least among the good ones) aggressively concerned themselves with their devoted employees' future financial health, actively working with them regarding their retirement. (My long-ago late uncle, a ██████████ for ██████████ had when he retired in the '70s, a \$600,000 nest egg from ██████████ contributions, from which he was paid during his retirement.) Here at John Jay we seem to get many, many emails from Human Resources regarding ADI time cards, but never regarding anything whatsoever having to do with retirement options and the necessity of being prepared for old age. When I started as a HEO, I could not even get solid advice having to do with retirement options. I was told these were things I would have to decide on my own. Personally I am okay, but that has not worked, either here or throughout America where vast numbers of people will face significant problems during their retirement. Instead of spending so very much money on a department etc. devoted to ADI and such, we could use an older model whereby long-term employers concerned themselves with the future welfare of their devoted workers. To say the least, the College does not do enough.
- Since coming on board, I have taken on working with the ██████████ students, handling the state program for ██████████ scholarships, as well as my hired position to work with the ██████████ which can be very trying.
- Tell our leadership we are ready to strike!
- Thank you for all for what you do as a HEO Council.
- Thank you for doing this!
- Thank you for this survey. It's a great start. Hopefully some significant discussions will be had and changes follow.
- The bureaucracy of CUNY and John Jay in particular is hurting staff, faculty, and students across the board. There are constant, unnecessary roadblocks to progress and innovation. We move far too slowly for an organization in 2015 and lack the ability to adapt to changing student needs. This is a top-down issue, resulting in a lack of transparency, complete distrust between upper administration and staff, and ultimately a turnover rate that is becoming very concerning.
- The college has lost it's mandate of educating students. The stress is on fulfilling a bottom line. JJ administration is eroding our excellence in CJ to homogenize us as a liberal arts college. Hiring VPs and Dean's who do not contribute. . I do a professional job only because am self motivated. My creativity and abilities are underutilized.
- The culture in the college is not healthy. It also has an identity problem. Not enough resources to do our work and not enough staff. We are always broke, yet, we have

money to begin new initiatives. We do not see the 'return of our investments' in these initiatives.

- The custodial staff has been reduced in Facilities Management. As a result, there is 1-3 staff members trying to clean the entire building. The only thing that custodians really get a chance to clean are the bathrooms and corridors. We have to put in requests to have our suites cleaned i.e. mopped, swept & dusted.
- There need to be information sent to all describing the HEO Council and its functions.
- Very good survey. I appreciate the work done to accomplish this. This will be a helpful instrument for all HEO's.
- Well, if there is something that can be done for us all re our safety and welfare during the intensive construction -- even at this late date -- that would be good. We are expected to work in noxious conditions by those who have the luxury of working out of their own homes... (pardon the rant)
- You are not being compensated for the work you have done in pass, you must take on more work to be reclassified to a higher title. I think there should be compensation for the extra work staff already did in past as well as recognition for that work.