

The logo for American University of Armenia (AUA) is displayed in a large, bold, white sans-serif font.

American University
of Armenia

The background of the entire page is a photograph of a large, multi-story building with a light-colored stone facade and many windows. In the foreground, there are concrete steps leading up to the building, with a metal railing. A flagpole with the Armenian flag is visible on the left side. The sky is clear and blue.

2024 Staff Survey

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Methodology

The Office of Institutional Research and Assessment (OIRA) administered 2024 Staff Survey to all employees. The list of employees was obtained from the Human Resources Office.

Sample, Response Rate, Procedures

The survey population included 250 full- and part-time employees.

Launched on October 30, 2024, the survey closed on November 20, 2024, and was administered via both the on-line survey software Survey Monkey, and on paper for employees without an AUA email address.

In seeking a high response rate, the following course of action was taken:

- An email was sent from the AUA President highlighting the importance of the survey, requesting participation and providing a direct link to the on-line survey (October 30, 2024).
- Four reminder emails were sent from the OIRA (November 7, November 14, November 18 and November 20, 2024).
- Paper-based questionnaires, along with instructions and envelopes, were distributed by the OIRA and Facilities Team staff directly to all employees without an AUA email address. The completed questionnaires were then returned in closed envelopes to either the OIRA or the Facilities Director.

A total of 144 (57.6%) out of 250 staff members participated in the survey. The results of 13 partially-completed surveys were excluded in the analyses, thus **denoting a response rate of 52.4%**.

Upon completion of the on-line survey and data entry from paper surveys into the manual collector, statistical analyses such as frequencies and mean values, custom tables, t-tests, one-way ANOVA for the responses were performed. For T-test and ANOVA, the homogeneity of variances was assumed. To reject or not reject the proposed hypothesis, the significance level of 5% was chosen.

For statements that have a Not Applicable (N/A), Can't say, Don't know response options, the mean value is calculated without including those responses.

For informational purposes, statements in which Missing Values are more than 10% of total responses are marked in **white print on black background**.

To check how well the sample reflected the population with regard to distribution position, by working years and by sex, chi-square¹ test was conducted. The chi-square test was conducted only for online survey respondents as sufficient data was not available for paper-based respondent. According to the test results, collected data is representative with the corresponding population working years and by sex.

¹Position: $\chi^2(2) = 213.366$, $p = 0.000$; Working years: $\chi^2(2) = 1.892$, $p = 0.388$; Sex: $\chi^2(1) = 1.247$, $p = 0.264$

Staffs' by position, by working years and by sex distributions in population and in sample are presented in the tables below.

Position	Population	Proportion in population (%)	Sample	Proportion in sample (%)
Director/ manager/program leader	48	5.6%	39	29.8%
Support services	188	75.2%	61	46.6%
Maintenance and operations	14	19.3%	14	10.6%
Missing Values	0	0.0%	17	13.0%

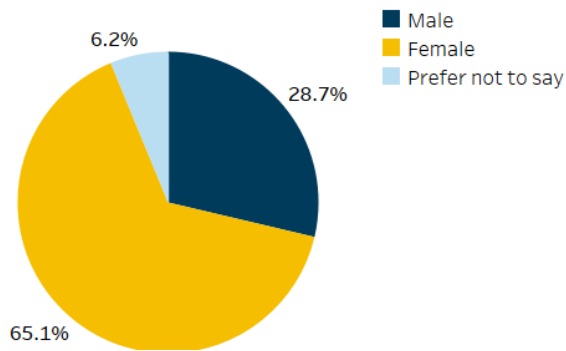
Working Years	Population	Proportion in population (%)	Sample	Proportion in sample (%)
Up to 10	173	69.2%	81	61.8%
Between 10 and 20	50	20.0%	26	19.8%
20 and more	27	10.8%	17	13.1%
Missing Values	0	0.0%	7	5.3%

Sex	Population	Proportion in population (%)	Sample	Proportion in sample (%)
Male	64	25.6%	37	28.2%
Female	186	74.4%	84	64.1%
Prefer not to say	0	0.0%	8	6.1%
Missing Values	0	0.0%	2	1.6%

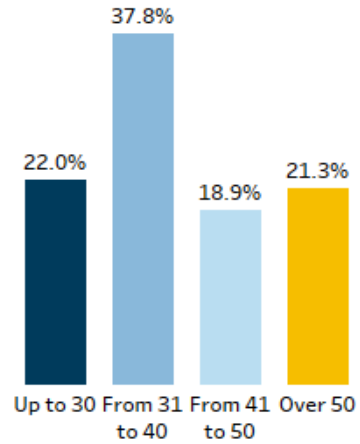
Staff Characteristics

Response rate: 52.4%

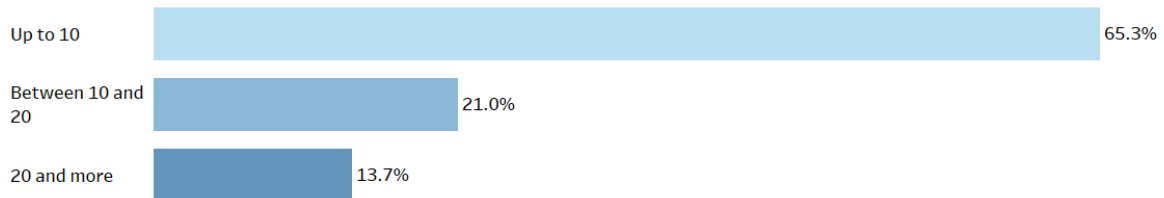
Sex of Respondents: (N=129)



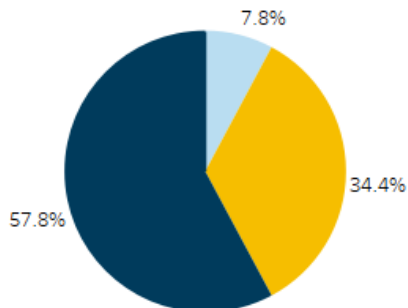
Age of Respondents: (N=127)



Working years of Respondents at AUA: (N=124)

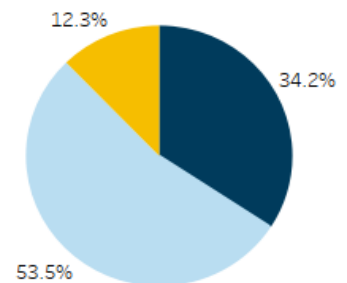


Highest level of education of Respondents: (N=128)



- Associate's or vocational degree
- Bachelor's degree or equivalent; five year diploma
- Master's degree; Doctoral degree or equivalent

Position of education of Respondents: (N=114)



- Director/ manager/program leader
- Support services
- Maintenance and operations

University-wide Report

N	Question	Response Options	Count	%	Valid %	Mean
1.a	How aware are you that AUA has a Handbook of Administrative Policies?	1-Not Aware/Familiar at All	4	3.1%	3.1%	
		Not Aware/Familiar	5	3.8%	3.9%	
		Somewhat Aware/Familiar	27	20.6%	21.3%	
		Aware/Familiar	62	47.3%	48.8%	
		5-Very Aware/Familiar	29	22.1%	22.8%	
		Subtotal	127			3.8
		Can't say	3			
		Missing values	1			
		Total	131			
1.b	How aware are you that there is an Ethics and Grievance Committee at AUA?	1-Not Aware/Familiar at All	5	3.8%	3.9%	
		Not Aware/Familiar	13	9.9%	10.1%	
		Somewhat Aware/Familiar	21	16.0%	16.3%	
		Aware/Familiar	65	49.6%	50.4%	
		5-Very Aware/Familiar	25	19.1%	19.4%	
		Subtotal	129			3.7
		Can't say	2			
		Missing values	0			
		Total	131			
1.c	How familiar are you with AUA's mission statement?	1-Not Aware/Familiar at All	2	1.5%	1.6%	
		Not Aware/Familiar	17	13.0%	13.4%	
		Somewhat Aware/Familiar	12	9.2%	9.4%	
		Aware/Familiar	60	45.8%	47.2%	
		5-Very Aware/Familiar	36	27.5%	28.3%	
		Subtotal	127			3.9
		Can't say	2			
		Missing values	2			
		Total	131			
1.d	How familiar are you with AUA's tuition remission policy for employees and their immediate family?	1-Not Aware/Familiar at All	2	1.5%	1.6%	
		Not Aware/Familiar	13	9.9%	10.1%	
		Somewhat Aware/Familiar	33	25.2%	25.6%	
		Aware/Familiar	59	45.0%	45.7%	
		5-Very Aware/Familiar	22	16.8%	17.1%	
		Subtotal	129			3.7
		Can't say	2			
		Missing values	0			
		Total	131			
1.e		1-Not Aware/Familiar at All	2			

N	Question	Response Options	Count	%	Valid %	Mean
	How familiar are you with AUA's staff training and development opportunities?	Not Aware/Familiar	5	3.8%	3.9%	
		Somewhat Aware/Familiar	19	14.5%	14.7%	
		Aware/Familiar	78	59.5%	60.5%	
		5-Very Aware/Familiar	25	19.1%	19.4%	
		Subtotal	129			3.9
		Can't say	1			
		Missing values	1			
		Total	131			
1.f	How familiar are you with AUA's health insurance benefits for employees?	1-Not Aware/Familiar at All	1	.8%	.8%	
		Not Aware/Familiar	1	.8%	.8%	
		Somewhat Aware/Familiar	10	7.6%	7.7%	
		Aware/Familiar	70	53.4%	53.8%	
		5-Very Aware/Familiar	48	36.6%	36.9%	
		Subtotal	130			4.3
		Can't say	1			
		Total	131			
2.a	I have opportunities to provide input into decisions related to my work.	1-Strongly Disagree	1	.8%	.8%	
		Disagree	5	3.8%	3.8%	
		Neutral	20	15.3%	15.4%	
		Agree	74	56.5%	56.9%	
		5-Strongly Agree	30	22.9%	23.1%	
		Subtotal	130			4.0
		Can't say	1			
		Total	131			
2.b	Decisions related to my job are communicated to me in a timely manner.	1-Strongly Disagree	1	.8%	.8%	
		Disagree	11	8.4%	8.7%	
		Neutral	23	17.6%	18.1%	
		Agree	69	52.7%	54.3%	
		5-Strongly Agree	23	17.6%	18.1%	
		Subtotal	127			3.8
		Can't say	4			
		Total	131			
2.c		1-Strongly Disagree	5	3.8%	4.0%	

N	Question	Response Options	Count	%	Valid %	Mean
	Decisions about the university in general are communicated to me in a timely manner.	Disagree	7	5.3%	5.6%	
		Neutral	36	27.5%	28.6%	
		Agree	66	50.4%	52.4%	
		5-Strongly Agree	12	9.2%	9.5%	
		Subtotal	126			3.6
		Can't say	5			
		Missing values	0			
		Total	131			
2.d	AUA policies are enforced evenly throughout the institution.	1-Strongly Disagree	10	7.6%	8.1%	
		Disagree	13	9.9%	10.5%	
		Neutral	48	36.6%	38.7%	
		Agree	44	33.6%	35.5%	
		5-Strongly Agree	9	6.9%	7.3%	
		Subtotal	124			3.2
		Can't say	6			
		Total	131			
3.a	The job orientation in my department sufficiently prepared me for my job.	1-Strongly Disagree	1	.8%	.8%	
		Disagree	5	3.8%	4.0%	
		Neutral	16	12.2%	12.7%	
		Agree	77	58.8%	61.1%	
		5-Strongly Agree	27	20.6%	21.4%	
		Subtotal	126			4.0
		Can't say	3			
		Total	131			
3.b	My physical workspace is conducive to doing my job well.	1-Strongly Disagree	5	3.8%	3.8%	
		Disagree	14	10.7%	10.8%	
		Neutral	25	19.1%	19.2%	
		Agree	62	47.3%	47.7%	
		5-Strongly Agree	24	18.3%	18.5%	
		Subtotal	130			3.7
		Can't say	1			
		Total	131			
3.c	I have the tools and resources necessary to perform my job effectively and efficiently.	1-Strongly Disagree	2	1.5%	1.6%	
		Disagree	6	4.6%	4.7%	
		Neutral	18	13.7%	14.0%	
		Agree	73	55.7%	56.6%	
		5-Strongly Agree	30	22.9%	23.3%	
		Subtotal	129			3.9
		Can't say	2			
		Total	131			
3.d		1-Strongly Disagree	0	0.0%	0.0%	

N	Question	Response Options	Count	%	Valid %	Mean
	I feel safe working at AUA during business hours.	Disagree	3	2.3%	2.3%	
		Neutral	7	5.3%	5.4%	
		Agree	68	51.9%	52.7%	
		5-Strongly Agree	51	38.9%	39.5%	
		Subtotal	129			4.3
		Can't say	2			
		Missing values	0			
		Total	131			
3.e	I am treated with respect at AUA.	1-Strongly Disagree	1	.8%	.8%	
		Disagree	3	2.3%	2.3%	
		Neutral	9	6.9%	7.0%	
		Agree	76	58.0%	58.9%	
		5-Strongly Agree	40	30.5%	31.0%	
		Subtotal	129			4.2
		Can't say	1			
		Missing values	1			
		Total	131			
3.f	I feel stressed when I am at work.	1-Strongly Disagree	29	22.1%	23.0%	
		Disagree	44	33.6%	34.9%	
		Neutral	36	27.5%	28.6%	
		Agree	12	9.2%	9.5%	
		5-Strongly Agree	5	3.8%	4.0%	
		Subtotal	126			2.4
		Can't say	4			
		Missing values	1			
		Total	131			
3.g	My workload is consistently excessive.	1-Strongly Disagree	13	9.9%	10.7%	
		Disagree	40	30.5%	32.8%	
		Neutral	41	31.3%	33.6%	
		Agree	20	15.3%	16.4%	
		5-Strongly Agree	8	6.1%	6.6%	
		Subtotal	122			2.8
		Can't say	5			
		Missing values	4			
		Total	131			
3.h	I have the freedom I need to decide how to do my work.	1-Strongly Disagree	0	0.0%	0.0%	
		Disagree	7	5.3%	5.6%	
		Neutral	32	24.4%	25.4%	
		Agree	63	48.1%	50.0%	
		5-Strongly Agree	24	18.3%	19.0%	
		Subtotal	126			3.8
		Can't say	4			
		Missing values	1			
		Total	131			
3.i		1-Strongly Disagree	1	.8%	.8%	

N	Question	Response Options	Count	%	Valid %	Mean
	My skills and qualifications match my job.	Disagree	7	5.3%	5.5%	
		Neutral	8	6.1%	6.3%	
		Agree	78	59.5%	60.9%	
		5-Strongly Agree	34	26.0%	26.6%	
		Subtotal	128			4.1
		Can't say	1			
		Missing values	2			
		Total	131			
3.j	I have opportunities to learn new skills/knowledge at my job.	1-Strongly Disagree	4	3.1%	3.1%	
		Disagree	5	3.8%	3.9%	
		Neutral	19	14.5%	15.0%	
		Agree	80	61.1%	63.0%	
		5-Strongly Agree	19	14.5%	15.0%	
		Subtotal	127			3.8
		Can't say	3			
		Total	131			
3.k	All employees are treated fairly at AUA.	1-Strongly Disagree	11	8.4%	9.5%	
		Disagree	21	16.0%	18.1%	
		Neutral	33	25.2%	28.4%	
		Agree	39	29.8%	33.6%	
		5-Strongly Agree	12	9.2%	10.3%	
		Subtotal	116			3.2
		Can't say	13			
		Total	131			
3.l	Issues requiring resolution are handled fairly.	1-Strongly Disagree	6	4.6%	5.1%	
		Disagree	10	7.6%	8.5%	
		Neutral	45	34.4%	38.1%	
		Agree	45	34.4%	38.1%	
		5-Strongly Agree	12	9.2%	10.2%	
		Subtotal	118			3.4
		Can't say	10			
		Total	131			
3.m	There is a spirit of teamwork and cooperation at AUA.	1-Strongly Disagree	8	6.1%	6.4%	
		Disagree	11	8.4%	8.8%	
		Neutral	26	19.8%	20.8%	
		Agree	61	46.6%	48.8%	
		5-Strongly Agree	19	14.5%	15.2%	
		Subtotal	125			3.6
		Can't say	3			
		Total	131			
3.n		1-Strongly Disagree	1	.8%	.8%	

N	Question	Response Options	Count	%	Valid %	Mean
	I can rely on my co-workers when I need help.	Disagree	4	3.1%	3.1%	
		Neutral	13	9.9%	10.2%	
		Agree	68	51.9%	53.1%	
		5-Strongly Agree	42	32.1%	32.8%	
		Subtotal	128			4.1
		Can't say	2			
		Missing values	1			
		Total	131			
3.o	My job description adequately reflects the range of my job responsibilities.	1-Strongly Disagree	2	1.5%	1.6%	
		Disagree	10	7.6%	8.2%	
		Neutral	17	13.0%	13.9%	
		Agree	75	57.3%	61.5%	
		5-Strongly Agree	18	13.7%	14.8%	
		Subtotal	122			3.8
		Can't say	3			
		Total	131			
4.a	Since being employed at AUA, have you experienced promotion?	Yes	49	37.4%	39.5%	
		No	61	46.6%	49.2%	
		Not applicable	14	10.7%	11.3%	
		Subtotal	124			
		Missing Values	7			
		Total	131			
4.b	Since being employed at AUA, have you experienced university-wide recognition for outstanding performance/achievement related to your job and/or for service outside of your job responsibilities?	Yes	33	25.2%	26.2%	
		No	75	57.3%	59.5%	
		Not applicable	18	13.7%	14.3%	
		Subtotal	126			
		Missing Values	5			
		Total	131			
5	Since being employed at AUA, have you observed or experienced any form of discrimination (based on age, sex, ethnic/national origin, family status, political views, language, etc.) or harassment (psychological, sexual, verbal, etc.)?	Yes	12	9.2%	9.2%	
		No	104	79.4%	79.4%	
		Not sure	10	7.6%	7.6%	
		Don't want to answer	5	3.8%	3.8%	
		Subtotal	131			
		Total	131			
6.a	My supervisor assigns challenging and motivating tasks.	1-Strongly Disagree	3	2.3%	2.3%	
		Disagree	7	5.3%	5.5%	
		Neutral	33	25.2%	25.8%	
		Agree	66	50.4%	51.6%	
		5-Strongly Agree	19	14.5%	14.8%	
		Subtotal	128			3.7
		Can't say	1			
		Missing values	2			
		Total	131			
6.b		1-Strongly Disagree	3	2.3%	2.3%	

N	Question	Response Options	Count	%	Valid %	Mean
	My supervisor provides constructive feedback on my job performance.	Disagree	5	3.8%	3.9%	
		Neutral	20	15.3%	15.5%	
		Agree	64	48.9%	49.6%	
		5-Strongly Agree	37	28.2%	28.7%	
		Subtotal	129			4.0
		Can't say	2			
		Missing Values	0			
		Total	131			
6.c	Annual performance evaluations help me improve my job performance.	1-Strongly Disagree	3	2.3%	2.5%	
		Disagree	10	7.6%	8.3%	
		Neutral	41	31.3%	33.9%	
		Agree	47	35.9%	38.8%	
		5-Strongly Agree	20	15.3%	16.5%	
		Subtotal	121			3.6
		Missing values	1			
		Can't say	9			
		Total	131			
6.d	My supervisor encourages two-way communication.	1-Strongly Disagree	2	1.5%	1.6%	
		Disagree	3	2.3%	2.3%	
		Neutral	14	10.7%	10.9%	
		Agree	68	51.9%	52.7%	
		5-Strongly Agree	42	32.1%	32.6%	
		Subtotal	129			4.1
		Can't say	2			
		Missing Values	0			
		Total	131			
6.e	My supervisor values and appreciates my work.	1-Strongly Disagree	2	1.5%	1.6%	
		Disagree	2	1.5%	1.6%	
		Neutral	17	13.0%	13.5%	
		Agree	63	48.1%	50.0%	
		5-Strongly Agree	42	32.1%	33.3%	
		Subtotal	126			4.1
		Can't say	5			
		Missing values	0			
		Total	131			
7	Have you attended any of AUA's social events (Christmas and New Year Dinner, Staff Appreciation day, Women's Day Celebration, New Faculty and Staff Reception) in the last two years?	Yes	114	87.0%	87.0%	
		No	17	13.0%	13.0%	
		Subtotal	131			
		Total	131			
8.a	I understand how salaries are determined at AUA.	1-Strongly Disagree	10	7.6%	8.4%	
		Disagree	34	26.0%	28.6%	

N	Question	Response Options	Count	%	Valid %	Mean
		Neutral	47	35.9%	39.5%	
		Agree	22	16.8%	18.5%	
		5-Strongly Agree	6	4.6%	5.0%	
		Subtotal	119			2.8
		Can't say	11			
		Missing values	1			
		Total	131			
8.b	Promotions and merit increases are conducted fairly.	1-Strongly Disagree	11	8.4%	10.0%	
		Disagree	21	16.0%	19.1%	
		Neutral	56	42.7%	50.9%	
		Agree	16	12.2%	14.5%	
		5-Strongly Agree	6	4.6%	5.5%	
		Subtotal	110			2.9
		Can't say	19			
		Missing values	2			
		Total	131			
8.c	I am satisfied with my salary at AUA.	1-Strongly Disagree	19	14.5%	15.3%	
		Disagree	32	24.4%	25.8%	
		Neutral	34	26.0%	27.4%	
		Agree	33	25.2%	26.6%	
		5-Strongly Agree	6	4.6%	4.8%	
		Subtotal	124			2.8
		Can't say	4			
		Missing Values	3			
		Total	131			
8.d	I am satisfied with the benefits offered by AUA.	1-Strongly Disagree	5	3.8%	4.1%	
		Disagree	6	4.6%	4.9%	
		Neutral	32	24.4%	26.0%	
		Agree	68	51.9%	55.3%	
		5-Strongly Agree	12	9.2%	9.8%	
		Subtotal	123			3.6
		Can't say	8			
		Missing values	0			
		Total	131			
8.e	Based on my perception of salaries at AUA, I feel that my salary is appropriate for my role and job responsibilities.	1-Strongly Disagree	13	9.9%	10.7%	
		Disagree	37	28.2%	30.3%	
		Neutral	38	29.0%	31.1%	
		Agree	29	22.1%	23.8%	
		5-Strongly Agree	5	3.8%	4.1%	
		Subtotal	122			2.8
		Can't say	8			
		Missing values	1			
		Total	131			
9.a	I have opportunities for career growth within AUA.	1-Strongly Disagree	5	3.8%	4.3%	
		Disagree	23	17.6%	20.0%	

N	Question	Response Options	Count	%	Valid %	Mean
		Neutral	52	39.7%	45.2%	
		Agree	32	24.4%	27.8%	
		5-Strongly Agree	3	2.3%	2.6%	
		Subtotal	115			3.0
		Can't say	11			
		Missing values	5			
		Total	131			
9.b	AUA supports my work-related staff training and professional development.	1-Strongly Disagree	2	1.5%	1.7%	
		Disagree	5	3.8%	4.1%	
		Neutral	46	35.1%	38.0%	
		Agree	60	45.8%	49.6%	
		5-Strongly Agree	8	6.1%	6.6%	
		Subtotal	121			3.6
		Can't say	8			
		Missing values	2			
		Total	131			
9.c	I am satisfied with AUA's staff training and professional development opportunities.	1-Strongly Disagree	4	3.1%	3.5%	
		Disagree	6	4.6%	5.3%	
		Neutral	51	38.9%	44.7%	
		Agree	47	35.9%	41.2%	
		5-Strongly Agree	6	4.6%	5.3%	
		Subtotal	114			3.4
		Can't say	15			
		Missing values	2			
		Total	131			
9.d	AUA's campus events (lectures, seminars, etc.) contribute to my personal and professional growth.	1-Strongly Disagree	0	0.0%	0.0%	
		Disagree	7	5.3%	5.8%	
		Neutral	49	37.4%	40.5%	
		Agree	55	42.0%	45.5%	
		5-Strongly Agree	10	7.6%	8.3%	
		Subtotal	121			3.6
		Can't say	7			
		Missing values	3			
		Total	131			
10.a	I am proud to be working at AUA.	1-Strongly Disagree	2	1.5%	1.6%	
		Disagree	0	0.0%	0.0%	
		Neutral	19	14.5%	15.6%	
		Agree	65	49.6%	53.3%	
		5-Strongly Agree	36	27.5%	29.5%	
		Subtotal	122			4.1
		Can't say	4			
		Missing values	5			
		Total	131			
10.b	I would not leave AUA, even if I were offered a comparable job with	1-Strongly Disagree	10	7.6%	8.8%	
		Disagree	24	18.3%	21.2%	

N	Question	Response Options	Count	%	Valid %	Mean
	slightly higher pay and benefits at another organization.	Neutral	28	21.4%	24.8%	
		Agree	36	27.5%	31.9%	
		5-Strongly Agree	15	11.5%	13.3%	
		Subtotal	113			3.2
		Can't say	14			
		Missing values	4			
		Total	131			
10.c	I would recommend AUA to others for employment.	1-Strongly Disagree	3	2.3%	2.5%	
		Disagree	3	2.3%	2.5%	
		Neutral	30	22.9%	25.2%	
		Agree	62	47.3%	52.1%	
		5-Strongly Agree	21	16.0%	17.6%	
		Subtotal	119			3.8
		Can't say	8			
		Missing values	4			
		Total	131			
10.d	In general, I am satisfied with the quality of life and working conditions at AUA.	1-Strongly Disagree	3	2.3%	2.4%	
		Disagree	5	3.8%	4.1%	
		Neutral	24	18.3%	19.5%	
		Agree	79	60.3%	64.2%	
		5-Strongly Agree	12	9.2%	9.8%	
		Subtotal	123			3.8
		Can't say	7			
		Missing values	1			
		Total	131			
10.e	AUA has resources and processes in place to support diversity, equity, and inclusion.	1-Strongly Disagree	3	2.3%	2.5%	
		Disagree	3	2.3%	2.5%	
		Neutral	28	21.4%	23.1%	
		Agree	72	55.0%	59.5%	
		5-Strongly Agree	15	11.5%	12.4%	
		Subtotal	121			3.8
		Can't say	7			
		Missing values	3			
		Total	131			
13	In your opinion, what core values would best describe AUA as an institution.	Integrity	40	5.9%	5.9%	
		Accountability	31	4.5%	4.5%	
		Responsibility	57	8.3%	8.3%	
		Equity	24	3.5%	3.5%	
		Discovery	22	3.2%	3.2%	
		Inclusion	40	5.9%	5.9%	
		Respectfulness	69	10.1%	10.1%	
		Resilience	20	2.9%	2.9%	
		Commitment to excellence in education, research and outreach	47	6.9%	6.9%	

N	Question	Response Options	Count	%	Valid %	Mean
		Collaborative Spirit	36	5.3%	5.3%	
		Meritocracy	8	1.2%	1.2%	
		Community of Belonging	29	4.2%	4.2%	
		Transparency	25	3.7%	3.7%	
		Sustainability	43	6.3%	6.3%	
		Diversity	50	7.3%	7.3%	
		Empathy	15	2.2%	2.2%	
		Creative Thinking	35	5.1%	5.1%	
		Public Engagement	33	4.8%	4.8%	
		Learning for life	38	5.6%	5.6%	
		Institutional Autonomy (covers principles of equitable access, academic freedom, public accountability, and social responsibility)	21	3.1%	3.1%	
		Total	683			
14.a	Overall, the decision-making processes at AUA regarding recruitment are fair and equitable.	1-Strongly Disagree	3	2.6%	2.7%	
		Disagree	52	44.8%	46.8%	
		Neutral	38	32.8%	34.2%	
		Agree	16	13.8%	14.4%	
		5-Strongly Agree	2	1.7%	1.8%	
		Subtotal	111			2.7
		Can't say	0			
		Missing values	5			
		Total	116			
14.b	Overall, the decision-making processes at AUA regarding promotion are fair and equitable.	1-Strongly Disagree	2	1.7%	1.9%	
		Disagree	22	19.1%	20.4%	
		Neutral	58	50.4%	53.7%	
		Agree	23	20.0%	21.3%	
		5-Strongly Agree	3	2.6%	2.8%	
		Subtotal	108			3.0
		Can't say	0			
		Missing values	7			
		Total	115			
14.c	Overall, the decision-making processes at AUA regarding salary are fair and equitable.	1-Strongly Disagree	0	0.0%	0.0%	
		Disagree	22	18.3%	19.6%	
		Neutral	57	47.5%	50.9%	
		Agree	28	23.3%	25.0%	
		5-Strongly Agree	5	4.2%	4.5%	
		Subtotal	112			3.1
		Can't say	0			
		Missing values	8			
		Total	120			
15	Which of the following best describes your position at AUA?	Director/ manager/program leader	39	29.8%	34.2%	
		Support services	61	46.6%	53.5%	

N	Question	Response Options	Count	%	Valid %	Mean
		Maintenance and operations	14	10.7%	12.3%	
		Subtotal	114			
		Missing values	17			
		Total	131			
16	What is your sex?	Male	37	28.2%	28.7%	
		Female	84	64.1%	65.1%	
		Prefer not to say	8	6.1%	6.2%	
		Subtotal	129			
		Missing values	2			
		Total	131			
17	What is your age group?	Up to 30	28	21.4%	22.0%	
		From 31 to 40	48	36.6%	37.8%	
		From 41 to 50	24	18.3%	18.9%	
		Over 50	27	20.6%	21.3%	
		Subtotal	127			
		Missing values	4			
		Total	131			
18	How many years have you been working at AUA?	Up to 10	81	61.8%	65.3%	
		Between 10 and 20	26	19.8%	21.0%	
		20 and more	17	13.0%	13.7%	
		Subtotal	124			
		Missing values	7			
		Total	131			
19	What is your highest level of education?	Associate's or vocational degree; attended college or university but did not complete; high school diploma or equivalent; did not finish high school	10	7.6%	7.8%	
		Bachelor's degree or equivalent; five-year diploma	44	33.6%	34.4%	
		Master's degree; Doctoral degree or equivalent	74	56.5%	57.8%	
		Subtotal	128			
		Missing values	3			
		Total	131			