

APA Final Report

- Analyzing 390 responses.
- Presentation generated on June 1, 2007.

Q.QSalary Salary - A

Topic	Very Important	More Important	Neutral	Less Important	Not Important	Not Answered	Not Asked
Increase salaries for all unit members	227	80	58	12	4	9	0
Provide salary increases based on cost of living	246	102	32	1	2	7	0
Provide salary schedule based on merit	209	100	44	20	13	4	0
Provide salary increases based on years of service	112	88	91	50	43	6	0

Q.SalaryComments Comments about salary:

- To keep salaries competitive and reward staff for excellent work.
- NOT competitive.
- If you entered service years ago at a lower salary, adjustments hasn't kept pace with what they are now offering new people who in many cases do not have the degrees or years.
- Many salaries are well below the national or regional average.
- I believe merit salaries are an important part of the professional administration process.
- Salaries should keep up with cost of living and be equal to that of others in similar jobs. The initiative to do good work is to REWARD the work that is done well. This does not mean giving a raise to ALL. Merit raises and the amount given as a raise should be tied to the quality of work achieved and not to years of service. There needs to be a strong stimulus in the APA system to encourage and produce creative and excellent work. There should also be the means within the contract to challenge unfair evaluations, which are tied to merit raises.
- If you entered service many years ago, adjustments have not kept pace with salaries offered to new hires, many of whom have less credentials & experience.
- Merit evaluations are too subjective; some of us are evaluated by VPs who don't have a clue about what we do or how hard we work in comparison to others. Merit on our campus is based upon the 'good 'ol boy' system and how close you are with your VP.
- More money would be nice. Good job on getting the raise this year.
- Please do what you can to adjust salaries upward.
- If we are going to focus on merit increases, it is important for the entire College community to follow the same guidelines. A number of VPs on campus have different views on the ranking procedure, which can be detrimental to some employees that might otherwise be deserving of a merit increase.
- I don't believe that the evaluation process is fair. Some supervisors give commendable for anything, and others bad evaluations even when the work is being performed well. There have even been instances of supervisors not giving out fair reviews to those who deserve it simply because they are trying to get a raise for one of their other subordinates for the current year. They want the person they are recommending for the raise to look good. As for salary increases based on years of service, that idea sounds terrible. I have 8 years in, but if someone with 2 years is working much harder and more productive, they should get the bigger increase. Unfortunately, that leads back to the evaluation process which does not work.
- By way of pooling salary and distributing a flat increase, merit increases adversely impact higher-paid staff. It's communist at best.
- The reviews we currently receive do not motivate people because those who do exceptional work are rewarded almost equally to those who do average work. Those who have worked longer do not necessarily work harder and those who have less years of service may be more motivated. If this is the case it would be unfair to provide increases based on years of service. I feel that the most logical and fair method as a whole is to have salary increases based on cost of living.
- COL and dedication of service are legitimate quantifiable reasons for pay increase whereas merit often can be based upon how well people like each other....
- Over the last few years, my salary increases end up becoming voided by increases in real estate taxes, gasoline prices, and other costs of living.
- Given that merit increases are extremely rare, it's important that salaries keep up with inflation. With gas near \$3 a gallon, it's really difficult to make ends meet.
- I am an IT employee with 20 years of service and I haven't gotten a raise in 10 years (other than contract and merit raises). I would like to see the issue of salary inequity addressed especially in my case where, as a woman, I'm making less than the men in my department for doing the same job and having more experience.
- When someone is newly hired, many times they are hired at a rate higher than those who have been working at the College for years. It takes many years to get your salary to where the newbies are. There should be some consideration for folks who have been here for years...
- Whatever anyone says whether you're at the top or the bottom of the food chain, salary will always be terribly important - unless the benefits are terrible and ours are not.
- Our salaries should be comparable to teachers.
- Faculty/Librarian salary increases have far outpaced administrative increases for several years. Ask for data comparing average salary increase of MSCA, AFSCME, and APA units over the last five years.
- Salary is very important to me.
- Members with long service to the college are not generally paid as well as new employees. Providing increases based on years of service might bring some equity to those who have made their careers here.
- New employees who join the union part way through the contract should receive pro-rated raises. (Currently, new employees are not eligible for any raise unless they were union employees as of the very first day of the contract - this is not fair.)
- I work in the IT Department and believe as a whole the department is underpaid. We never see increases due to extra work or cost of living. We work extra events and only get comp days for them. I think we should be offered money and or comp days.
- There should be more equity in pay for the same position, but also taking into account responsibilities. Increases responsibilities should be noted on job descriptions and compensated for those additional duties.
- It is hard to watch other Boston unions negotiate great raises while we don't even make cost of living each year. What gives? Let's get some real raises here!

- There is little consideration given to the fact that newer employees are coming in at much higher salaries than long term employees therefore they earning almost as much if not more than long term employees after a couple of raises.
- Even with good budget habits, I find it extremely hard to maintain, nevermind save, as a result of my current salary.
- Salaries should be comparable to those salaries in the market place outside the state system.
- Pay us at Market Standard....Our pay for what we do is terrible.
- The President should award promotions and merit increases to APA members annually for recognition of service. Excluded personnel receive approx. a 5% raise annually.
- salary increase should address 2 issues; cost of living and merit
- Time to overhaul the title sequence to allow for greater similarity of titles across the college based on scope of duties, technical background required,etc.
- Sometimes years of service means "I can coast", so merit should take a much higher precedence.
- Salaries are SO LOW every effort needs to make this a priority, especially living in one of the most expensive areas in the U.S.
- my job description says that I needed 5-8 years experience and my salary is \$45K. Directors with less experience make more. Seems very unfair.
- Cost of living makes it hard to get by in New England.
- Longevity should be factored in when it comes to pay increases.
- Make sure Salaries are equitable compared to like positions at other state schools in within our institution
- Salaries should not be based on years of service. Should be based on responsibilities and merit. Some one who has been there 10 years should not be making more then their supervisor who has been there 2 years, just because they have been at the college longer.
- low compared to cost of living in most positions
- The cost of living in Massachusetts is one of the highest in the nation. It is time our salaries reflect that fact.
- As an employee with 34 yrs of service, I find it somewhat disturbing that "relatively" new hires have a salary very close to what I make. For the sake of equity, I therefore feel that years of service deserves some special consideration in negotiating any salary increases. I downplayed "merit" simply because it is arbitrarily done by many supervisors who have varying standards and is therefore not equitable for all members.
- salaries are very unevenly distributed. Salary increases vary dramatically across campus and has little level of equity, and is based on very grey areas
- IN CONJUNCTION WITH MERIT RAISES, years of service should be considered in assessing increases to promote longevity. Years of service should NOT be a basis for increases for poorly-performing employees.
- Productive Employees should be rewarded for their hard work.
- Unless merit warrants a salary increase, years of service should not be considered.
- Without merit based pay, there is no incentive to improve performance.
- There should be a salary study of current employees to address inequities
- I believe it was a mistake to take out the merit pay. Perhaps an evaluation assessment could be developed where the system would not be abused.
- Basing salary on merit could be unfair to some people. Sometimes you can be working for a very difficult boss. Providing salary based on years of service is very important. It is very difficult when a new person starts at the same salary as someone who has been here 20 years.
- Salaries should be more similar to the outside market. People should also be paid based on knowledge, responsibilities and be given the opportunity to expand their knowledge. Less raises for the people on the top, a little bit more the ones on the bottom doing the work for the ones on the top.
- It would be nice to see merit restored as a factor in salary increases.
- Salaries have stagnated for too long. It's time to catch up!
- please ensure that cost of living (i.e. commute, groceries, utilities, etc...) will all increase in cost over the next few years- in order for families to remain stable, a salary adjustment may be necessary to reflect meeting basic needs.
- I would like to see a clear evaluation of salary scale that is similar to the faculty. Each APA member with the same grade or title should be paid in a similar manner regardless of department.
- I think the salary increase should definitely go with the cost of living. We are so far behind.
- I think merit-based raises would encourage APA members to perform better in their positions.
- I would like our increases based on what the faculty receives. In the past we get 3%/year while they get 6% or more
- The money is good; there just isn't enough of it!
- The APA should work for salary increases that will benefit all its members.
- We need larger cost of living salary increases. I don't feel the cost of living increases we have received are enough to compensate for inflation. My heating oil bill is over 2 1/2 times what it was five years ago and at this point I'm paying over 10% of my gross salary to heat my home. I commute and the gasoline price increases have also had an impact. I don't feel that there is an opportunity to work hard and get a promotion and I don't think that is fair. In other professional positions there is an ability to "climb the ladder" and I don't see that happening here at all. I feel like you're stuck at whatever salary you were hired at except for the minimal cost of living raises we receive.
- I think an increase in salary needs to take into account, the cost of living and merit.

- The cost of living in Massachusetts has increased dramatically during the past several years. However, the annual salary increases do not reflect the current cost of living. Therefore, providing cost of living salary increases is not only important, it is absolutely essential in order to survive in the current economic climate. Also, providing salary schedules and increases based on merit and years of service will contribute to employee morale, especially to that of employees who have exhibited consistent loyalty and devotion to the College and its mission.
- I find it unfair that most new employees and faculty come in starting at more money than those who are already working here. There needs to be more benchmarking done to assure this does not happen.
- Cost of living increases in the past have been lower than cost of living. Increases for merit have been laughable in the most recent contracts, especially given that the amount has been the same regardless of overall ranking.
- Salaries based on C.O.L. as well on merit are very important.
- There is not a uniform and unbiased method for fair and equal merit for all unit members-too subjective.
- 3
- Low, too low.
- I would like to see some consideration of educational level, years of service and position held when determining salary and potential increases.
- Consistent salary increases is extremely important in that keeping quality staff in the state system and attracting quality staff is needed to compete with private schools. Also, covering the increasing costs of everyday life from taxes, gas, utilities and having the ability to save is very important.
- none
- Straight across the board raises for all do not encourage or reward exceptional service.
- If we cannot get COLA raises and merit increases, then negotiate for more personal and/or vacation time off to compensate. The past several years, our raises have been less than the cost of living, so we have actually decreased our wages, not increased them. I have been dissatisfied with our increases.
- I do not believe that seniority should be a factor in salary increases; that is not necessarily an indicator of a job well done in all cases. A merit increase is based on the opinion of one, possibly two, superiors. This may not be the true indication of one's performance if by chance there are tensions between colleagues; in contrast, if friendly relations exist an evaluation may be inflated.
- 2-3 percent increases is not enough for the cost of living increases, gas prices, boston rents, ect. It is an insult.
- Merit motivates. Years of service can breed complacency unless also tied to merit.
- salaries need to be consistent with those doing the same position outside the APA.
- New hires are hired close to my present salary. I have a great deal of institutional knowledge that does not get recognized or compensated.
- If everyone gets the same salary increase, what is the motivation to perform above average.
- It is gratifying that our recent contract extension has been approved, our retro from the 2001-04 has been paid, and collective bargaining is moving ahead on a timely basis. Good work! Considering there were contracts where we took "goose eggs" for one of the three years, our recent contracts have been gratifying in that regard.
- I can't pay my monthly bills on my salary.
- Salary increases could be based on merit. It would certainly make it an incentive.
- Starting salaries seem to be very random and set by those who do not understand what the job entails and the skills involved.
- We should not have any "dry months" as a result of negotiation delays as we did from July 05 - Dec 05.
- Merit raises are unfair. They are often given at the whim of the personality of your supervisor. Some give them down the board. Others refuse to give good reviews because "no one is perfect"
- I believe that salary should be based on performance.
- Salary needs to be reflect the job market and description and responsibilities. When new job responsibilities are added and duties are increased, there should be an automatic pay adjustment. This should not be at the whim of the VP or President of the College.

Sample Answering: 91 responses

Q.QConditions Working Conditions & Resources - A

Topic	Very Important	More Important	Neutral	Less Important	Not Important	Not Answered	Not Asked
Increase clerical/staff support for administrators	77	111	140	37	17	8	0
Provide adequate supplies to be distributed equitably	38	115	171	40	20	6	0
Increase access to computer services technology	63	128	150	33	10	6	0
Provide Professional Development annually	201	142	35	6	3	3	0
Increase financial support from College for travel, conference, equipment/computers, memberships	174	135	63	11	2	5	0
Provide adequate parking for administrators	89	85	118	51	41	6	0
Increase the opportunities for teaching at the College	62	89	158	39	37	5	0

Q.ConditionsComments Comments about working conditions and resources:

- Support continued staff development and opportunities to also teach part-time.
- remission for fees associated with enrollment in any course; many offices do not have adequate physical space; flex scheduling is fine, but hard to take if short staffed
- Many administrators are provided little to no clerical support.
- We DO NOT NEED MORE clerical/staff support for administrators.
- Money for professional development and conferences is inadequate.
- Increase equitable opportunities for teaching here, and please, please, please, consider capping how much extra-unit work our members can be allowed in any one term. Once upon a contract, only one course for extra \$ was allowed...
- The increase of staff would be a warm welcome to all areas of campus, as we are finding ourselves short staffed more and more each day. With increased responsibilities, allowing for more staff would help vastly towards the improvement of the College campus. Additionally, the Professional Development monies continue to be a welcome benefit to many of us wishing to improve and build our job knowledge. The benefit of this award greatly helps us as employees improve in our roles, but also allows us to bring this valuable information to the workplace for implementation.
- I feel it is important for technology to be updated for everyone on a regular basis (especially computers) since most are unable to do their jobs if their computers and other equipment are not working.
- Teaching is a job outside of what we are normally hired to do and therefore should be treated as such
- Our salaries should be comparable to teachers salaries.
- The shortage of clerical support staff is at a critical level. I am working 50+ hours per week and am barely keeping up. We all need more help.
- Our professional development monies have dwindled to nearly zero...Some at Westfield do not have travel, conference money unless you are in an area that generates revenue...sad state of affairs...
- It is everything now (@ Westfield I believe it is very good in reference to access and learning opportunities but union/state wide it may not be.
- All these issues are adequately address at this campus without need for additional bargaining.
- Our department is not structured correctly. We need more divisions within our department and leadership. We are all wearing too many hats and not properly trained or specialized in areas for technology. We are not offered training and when asked to go to training often told there is no money available. We are not equipped with enough technology to do our jobs correctly and often have to purchase items last minute to get the job done. It is improving a little bit but still could use more resources to do our job correctly.
- Administrators should not have to request 'permission' from clerical staff to purchase necessary supplies.
- I have never been without adequate supplies but I do find our technology services for employees to be lax.
- It would be nice to increase safety for parking, but at the moment I have not had any problems finding parking.
- Each year middle managers must do more with less resources. Cabinet members and their close associates receive much more than APA members who must struggle with a wider range of duties, less compensation and resources.
- I think certain departments are really overlooked in regards to their needs around space, especially some of the departments that serve mostly low-income, students of color. This makes a bold statement about the universities commitment and care for these students.
- allow opportunities for members to earn additional monies while performing additional tasks outside their job description (teaching)
- The mice and rats are truly unacceptable
- We need more staff. We need ALOT more staff. We're getting the students, we're getting the faculty but we need more staff
- Admissions people should not be forced to take their own vehicles when traveling. It is not in our job description and puts our own personal property at risk without being covered by the college's insurance. College's should buy cars or provide rental cars.
- Overtime for all administrators and staff should be part of our contract.
- From my standpoint, working conditions and resources are excellent here at BSC.
- Spread the Wealth!
- Allow one course to be taken on the clock each semester
- The college president routinely reserves staff parking for guests and we have to find another place to park. On most occasions these spaces are never used by the "guests" of the president. Our parking should never be taken away.
- Professional Development money is very important for both administrators and the college. The college should continue to fund departments with professional development money.
- Working conditions in general at my place of employment are not the best. We receive old and used furniture, the building needs major renovations. Our college needs more money.
- A lot of administrators carry at least a masters degree, and therefore, should be considered as a resource for teaching certain courses.
- Parking at MCLA is difficult many times during the year.
- healthy facilities. more attention to facility upkeep
- I think a more equitable distribution of financial support from the College for travel, conference, equipment/computers and memberships should be more equally divided among administrators.
- It's very important for the administrators to have additional clerical support, as we wear many different hats. I also believe that more funding for travel and professional development would be a benefit to everyone, including the school.

- As a studio manager in an art college, I am "instructing" allot of the time... it would be great to actually be able to "teach" some courses and have 'faculty' status. Also - better incentives NOT to drive would be more important and beneficial than parking. Laptops should be the standard... as many of us need computer support in more than one physical location.
- the addition of support staff is vital and should definately be considered in this next contract. As we continue to move forward with new technology it becomes essential that administrators receive the necessary training to stay current with changes in technology (i.e. Vista) and to be able to better related to our constituents and the people we service. Professional development opportunities and financial support for these opportunities is poorly lacking and valuable/enriching opportunities need to be increase.
- Working conditions are fine with me... the only thing I would personally like to see more of is professional development funding for trainings and seminars. In order to provide more for the college, we need to constantly train and learn new things.
- Current professional development method is not efficient. While the current method might be equal, I do not consider it to be equitable. Cost of staying current are NOT equal across the board. While \$X might be more than enough to keep one type of APA person current, that same amount is no where near enough to keep another current.
- Working conditions are clean and well maintained.
- My position requires me to attend and present at National and local conferences. Lack of funds travel and professinal dvelopment funds makes this very difficult. Although faculty have access to a variety of funding sources (i.e. CART, grants, . . .) I am still competing with them for monies in Department budget. Faculty request frequently approved over administrators. I am also required to be a memer of many organizations and there is no \$ avaiable for this. I end up payingout of pocket. Additioannly, I also pay for professional development materials such as books, tec.
- 3
- Sufficient professional development money should be provided to administrators as well as access to the latest technology.
- None
- We need the flexible schedule clarified. If we work over 37.50 hours on a consistent weekly basis, and on a given week have to leave an hour early for a Dr.s appointment, we must use accrued time. This is ridiculous. It is an insult to a professional salaried employee. Also felx time is not applied consistently among colleges, and even among college departments. Also, indicating on our time sheet that we work 7.5 hours a day is a mis-statement and we must sign those sheets. Most weeks, I work over 7.5 hours a day, yet I am told I must indicate that I worked 7.5 hours. I have worked in a professional capacity for 35 years in health care management, banking, and now higher education administration and this is the most disfunctional and oppressive environment for a professional in this regard. We are treated like hourly employees, not professionals.
- Salaries for clerical staff should be increased. Have never had a problem with the last five areas...fairly neutral on them.
- If I got opportunities to teach I could buy back my out of state service.
- I am slated to be included in our renovated Admin Building, so our area (Disability Services) will get a much-needed boost in terms of space. Perhaps we will be able to move ahead on support staff @ that time as well.
- My job is all over campus and all over town. I also have many things I need to drop off and pick up. Current administrator parking at Salem State is not very functional for me.
- Professional development a +
- Working conditions are good. There is no space on this survey for additional comments, so I'll add this here. Please work to remove the requirement for all Salem State administrators to work the graduation every year. It is my understanding that this was put into effect when there was a small number of administrators. Now there are a huge number, where we are now tripping over each other to stand around at graduation and do nothing. The principal of being forced to be somewhere to be absolutely useless and getting a day off where I could be actually doing work for the college is ridiculous. Especially when people actually have other commitments and are refused to be excused from commencement. I am sure there would be enough people who would volunteer to work commencement and get a day off for it. I am also sure there would be plenty of students who would love to work graduation. And if there were still not enough people, there could be some sort of lottery from the remaining administrators. This needs to be addressed.
- none
- There should be greater oppourtunities for potential adjunct faculty within a field of expertise.
- To meet the demands of licensure and job responsibilities, the professional development money is woefully inadequate.

Sample Answering: 55 responses

Q.QBenefits Benefits(By state law we cannot bargain over our contributions to health insurance or our pension benefits – but we can bring these up in negotiations and put pressure on Management to address them, or to improve our overall compensation package. Here are some issues we can negotiate.) - A

Topic	Very Important	More Important	Neutral	Less Important	Not Important	Not Answered	Not Asked
Provide Health Insurance for Domestic Partners	117	96	101	24	46	6	0
Provide Long Term Care insurance	126	160	68	18	5	13	0
Provide Health Insurance beginning immediately on employment	112	119	116	22	14	7	0
Increase dental benefits	250	97	32	6	2	3	0
Provide funds for coverage for eye exam and glasses	220	126	25	9	2	8	0
Increase travel mileage and meals allowances	112	110	124	24	14	6	0
Provide tuition and fee waivers for employees, partners and dependents	228	104	38	7	8	5	0

Q.BenefitsComments Comments about benefits:

- Keep benefits high on list of priorities especially when salaries to not meet expectations
- Long term care insurance at reasonable rates
- I would like to see dental benefits increase to cover all orthodontist work.
- I believe all members should have the opportunity to select one person as a partner, be it husband, wife, mother, father, brother or sister!
- Educational leave is part of the contract but rarely granted even related to the pursuit of an advanced degree. Should include stronger language making it more difficult for VPs to deny educational leave (long and short term)
- My family had two root canals and a trip to the ER before we were covered by insurance. This is simply unacceptable. The meal allowance is a farce, where do they expect us to eat? Tuition wavers are nice, but it's the fees that are killing us these days.
- The dental plan must improve.
- Afsme unit members and excluded personel have better eye/dental and pays less union dues or no dues. The inequity needs to be bridged.
- Health, Dental, and Vision benefits are important where LTD disability insurance can and should be carried by the individual.
- The dental plan is severely lacking in the maximum yearly paid by insurance. My dentist says the amount hasn't changed in 25 years while dental expenses have considerably increased.
- I don't believe in supporting domestic partners...what's next - paying for my dog's insurance??? Marriage has some perks and one would be insurance...if you're not married, you don't get the benefits... I'd also care more about travel mileage if I had travel monies. I believe in tuition for the employees and dependents...but should a partner receive tuition - I think not...
- Obviously where you lose on one hand (directly above) you may make up somewhat.
- Look for disparities in travel/meal reimbursement policies between APA and exempt employees.
- Full-time employees should receive 100% paid tuition and fees. An arrangement with our sister schools to honor each other's tuition and fee waivers for full-time employees would be a nice benefit (Colleges of the Fenway do this.)
- I am on my wife's plan because it cost less. Benefits at BSC just keep going up and up and our salaries stay the same so how can we afford to pay for the benefits.
- To me, increase dental benefits and providing some eye coverage are extremely important.
- Administrators should be given meal allowances for in-state, one-day conferences, not only for overnight conferences. All of the conferences I've attended have been one-day, including a 3-day conference w/out an overnight stay & I've had to pay for meals, which adds up to a good amount of money. I do not earn a large salary & it is unfair that just because I do not stay overnight, I'm not allowed a meal allowance.
- Benefits should extend to the immediate family.
- We should use the Federal rate for meals when traveling, It is appalling!
- The administration is very fair on travel, meal allowance and tuition/fee waivers for employees. Health insurance is somewhat fair but the dental plan is horrendous. I would like to see coverage for eye exams, glasses and contact lenses.
- increase benefits that have an impact on one's life style and/or opportunities
- We recently went to a conference where you simply could not get lunch for less than \$17 and we were there for 4 days. The personal contribution was more than I expected it to be.
- As a single person, I, in fact, get less of a benefit in terms of cash value for of health insurance than a family. I think there should be more equity in terms of the cash paid for coverage. Single people should hav to pay less of a contribution
- Meal allowance is way too low. Admissions people travel 5 days a week for 8 -10 weeks in the fall and we end up eating at McDonalds and other unhealthy places because of the low meal allowances. Sometimes we end up loosing money so we can have a decent healthy meal when we are on the road.
- Our dental plan sucks. Commuters need a discount on T passes. 50% up 100.00/month. Not everyone drives to work.
- Tuition and fee waivers would be my first choice as a priority I would be willing to pay for additional dental insurance
- Insurance percentage employee pays, and physician, prescription, and hospital co-pays have increased dramatically, yet salaries have not. Orthodontic and chiropractic coverage would be nice.
- Tuition & fee waivers should be high on the list of priorities
- At the BARE minimum, employees college should be waiving 100% tuition and fees for all employees. AFSCME negotiated this benefit and it begins 7/1/07 for them.
- Fees are more than tuition. If we can't waive tuition and fees, perhaps we could waive fees instead of tuition.
- we should have fee waivers for college as the fees are the more expensive portion of the costs.
- With the assumption that APA members should already have an undergraduate degree, I hope that the union would provide 100% reimbursement for graduate classes and fees.
- Tuition as a benefit is not really a benefit unless you also provide fees
- It would be an improvement if tuition remission could be established for employees of the state college system for their children who choose to attend a community college.
- Why should dental benefits be based on a yearly limit. If you need major work, is it not to the benefit of yourself and employer that you get it for health reasons?
- Tuition and fee waivers for employee only, not partners

- This is the first job that I've had in which I haven't received some coverage for eye exams, contacts, and glasses. Given that most employees are working at computers all day and that this in itself causes eye strain (and, in turn, headaches), once a year eye exams should be covered by the employer in order to maintain the overall health and well being of the employee.
- Massachusetts state college fees have increased dramatically in the past few years. I think we should be able to attend classes at any Massachusetts state colleges free of charge. Tuition reimbursement at this point is not enough because the fees are so high.
- All of these are benefits that would enhance an employees overall compensation package and hopefully attract and retain administrators.
- It would be nice to have a choice of dental plans (since we can choose our health insurance). Despite popular belief, the number of quality in-network dentists for MetLife is not abundant.
- Although the current dental benefits are sufficient, an increase in coverage would be appreciated. Also, like health insurance, I feel that providing employees with a choice of multiple dental insurance providers is very necessary. Coverage for eye exams and glasses is also a benefit that is absent from our current package. Incorporating this item (even at additional cost) to our benefits would be most appreciated to assist with off-setting the astronomical cost of these services.
- I use my wife's benefits as her's are better then ours so I really can't say much about this topic. Though I would like to see better benefits for our spouses to take courses here at the college. It's nice that tuition is waived, but the fees still cost a lot of money. I would like to see them decreased, or better yet, removed altogether.
- Because of tuition and fees sharing rules, institutions have developed programs that maximize the amount of money that the institution may retain. This decision, because of the current contract provisions, decreases the amount of education benefits for an employee. For example, a full-time, day APA employee cannot take online or night courses without paying the full amount of the course. I believe that employees and their dependents should be able to attend courses without increasing the bottom line of their employer. How much does it really cost my employer for me to take a vacant seat in a class that would have otherwise gone vacant? I understand charging certain fees, such as a lab fee, but they have positioned themselves to a point where our education benefits are really a joke.
- Especially travel allowances. It is nearly impossible to eat three meals per day in many of the conference destinations with \$30 per day.
- I believe the benefits are esential to all members of the A.P.A.
- Travel - Admissions Counselors should be reimbursed for lunch on a daily basis while traveling becasue their work day 6 months out of the year is out of the office.
- 3
- I believe there should equity among the colleges in regard to tuition and fee waivers - all colleges should provide equal benefits.
- A better dental package would be very beneficial.
- Dental and eye care benefits should be reviewed and improved.
- If we cannot negotiate for our health benefits then the above list becomes an important area. We can however negotiate salary increases with key percentages tied to loss of health care benefits or increased healthcare expenses.
- My understanding is that AFSCME has a full tuition and fee waiver for members and is investigating the impact of extending it to dependents. APA should have the same (full waiver of tuition and fees) for members and dependents!
- none
- Immediate health benefits are extremely important as I went went from one job to this one w/no insurance for a month chosing not to elect cobra. It was a "hold our breath" month.
- currrentl, the dental coverage is horrible. It covers only 750.00 per year, with is less then half of other policies.
- I have been blessed to have had my 3 children take advantage of the tuition exemption @ UMass-Amherst. As many of us near retirement, long term care, dental, etc., are important areas to consider in our contract.
- Dental benefits and eye care are very important needs, and could possibly be what people get serviced for the most.
- If AFSCME can get fees waived at their insitutions I firmly believe we should have the same benefit
- The dental and vision coverage is very poor. There should also be a +1 health care plan, where married employees with no kids, can play for themselves +1 instead of getting a full family plan. The meal allowances only really pay for fast food prices, which is not very good for your health. Tuition waivers means nothing until we also have fee waivers.
- none
- To start a job and not have immediate health benefits with 3 kids is asking too much, and frankly is not fair.
- Fee waivers will help. The majority of the money is in fees for the courses, not tuition.

Sample Answering: 62 responses

Q.QFamily Family Policies - A

Topic	Very Important	More Important	Neutral	Less Important	Not Important	Not Answered	Not Asked
Extend bereavement leave for other family members	94	135	122	22	9	8	0
Provide paid maternity and paternity leave upon birth or adoption of child	132	112	101	22	18	5	0
Provide parental leave to both men and women	142	129	79	17	15	8	0
Provide paid Family Leave	136	149	77	15	5	8	0
Provide access to affordable, high-quality childcare at the workplace	108	105	107	25	38	7	0
Provide full family benefits for domestic or same-sex partners	122	77	94	15	73	9	0

Q.FamilyComments Comments about family policies:

- Maintain fair practices in the workplace and help support campus child care to recruit and attract employees
 - Again, any member should have the option of selecting a benefit person.
 - MOST important focus!!!
 - I can't believe that we don't get paid maternity leave. I'm glad I had my kid in a non-union state where we did.
 - again - if you're married - you qualify - if not, get married...
 - Everyone should have equitable benefits regardless of his/her status.
 - Ensure that APA members receive similar benefits to those granted to the MSCA and AFSCME.
 - Unpaid parental leave is currently available to men and women for birth or adoption in the FMLA ACT - what is lacking is PAID leave.
- Not sure about domestic benefits now that marriage is legal in MA.
- No paternity leave—we can and must do better than this? Talk about a discriminatory policy—not that's just sexism! Please—lets do something about paid time off for child birth and early care—and lets do something about affordable day care—my wife and I will put our 6 week old child in day care for \$1300 a month—the union is silent on this issue—how about digging in on this one?
 - Maternity/Paternity Leave should be paid, at least for some time. The time off should be the employee's decision, meaning that I should be able to use unpaid leave if I am able. I have been told different things from various people on-campus about what they've been allowed to use for maternity leave & I've been given different information from HR staff. There should also be Short-term disability.
 - We really need a policy to implement paid maternity leave. Currently women must use their accrued vacation and sick time for paid maternity leave which is discriminatory.
 - The bereavement policy is fair. Paid maternity leave would be extremely important and not fair to employees who do not plan on having a family. Domestic and same sex partners SHOULD NOT receive family benefits unless married.
 - I am most concerend about comp time. Our VP is very strict about what is defined as Peek Periods and does not compensate us for many many extra hours. Could we more carefully define PEEK PERIODS, as everything seems to fall into that category and we are working well beyond the normal professional week.
 - The paid maternity leave would be a fantastic new benefit for our contract. I believe AFSCME has two weeks paid materinity in their contract.
 - Support need to use accrued time for employees with chronically ill dependents/spouses/elderly parents.
 - We should have child care options on campus especially to support employyes who work after 5pm. There are no childcare options in the area for after 5 care. It would be easy for the college to manage give the facilities we have and the wealth of student staff.
 - I'm still very disappointed that I was unable to use SIF time upon the birth of my second child...ridiculous.
 - we all work to support our families, and it is nice to see that that investment returned to the community, even in these smaller ways.
 - Childcare on campus is a must and with later hours than traditional day care centers. Women are leaving coaching/athletics; they serve the students in a great capacity but they have severe conflicts with families. Supervisor flexibility to employees for family reasons is also very important.
 - I think it is wrong that bereavement leave is not extended to include grandparents and other extended family members.
 - Same as stated above
 - Because there has been a recent surge of employees with young children and employees who wish to start a family, providing extended paid maternity/paternity/family leave is a must. Policies in this area have been overlooked and outdated for years. Men have become much more involved in their wives' pregnancies and in the birth and early care of their children. Raising a child has become a major financial concern because both parents must work full-time in order to properly provide for their child/children. If both the father and mother of the child were given the opportunity of an extended paid leave during the first few months of the child's life, the entire family would benefit emotionally and financially.
 - I'm not a father yet, but I will be in the very near future so I want to plan ahead. I think having the paid paternity leave is very important since raising a child is a two person job. Also, to have high quality childcare that is affordable is very important as in today's day-and-age both parents have to work just to afford the cost of living.
 - Family Polices provide the employee with peace of mind knowing their families are cared for.
 - 3
 - none
 - If better access to childcare were available to employees then attendance issues may be reduced which in turn would increase overall productivity. Paid family leave beyond accrued sick leave, vacation etc. would benefit employees in times of need should they experience an extenuating circumstance. It would be in the college's overall best interest to help the employee to then have them return to work as soon as possible.
 - Having just had to use family leave, I'd like to see the option of taking time unpaid w/out having to cut into all my sick, then personal/vacation time.
 - Additional time for both marriage partners would be important.
 - It was ridiculous that I could not get bereavement leave for the death of a grandparent. Above options are also very important.
 - none
 - Provide on site daycare or on site back up daycare. (ex, Fidelity in Boston provides back-up daycare for their employees when regular daycare is not available for that day, etc.

Sample Answering: 32 responses

Q.QSecurity Job Security - A

Topic	Very Important	More Important	Neutral	Less Important	Not Important	Not Answered	Not Asked
Ensure due process for all termination actions with full arbitration review	222	92	54	10	4	8	0
Provide just cause as the only standard for termination	162	93	95	13	11	16	0
Provide adequate Retrenchment protection	140	107	107	9	3	24	0

Q.SecurityComments Comments about job security:

- Need fair and reasonable arbitration practices.
- Job security? Don't have it.
- Important to all ...
- There is no job security now only severance. APA has consistently failed to provide any security to its members. Because MSCA has tenure protection and AFSCME has bumping rights cutbacks have always fallen on APA members. Perhaps there was a time when college presidents could be relied upon to protect jobs during budget shortfalls. Times have changed and APA members are easy targets for retrenchment.
- What's Retrenchment protection?
- I feel pretty secure in my job but would like to see my role change into a higher level management position.
- Not sure what Retrenchment is.
- Although all of the above items are important, when the administration wants you to go, there is not much the employee can do.
- Performance in the work place by the employee = job security.
- Termination/retrenchment should be unbiased. It's OK for poor-performing employees or legitimate retrenchment, however extremely unfair when merely a personality issue between employee and supervisor.
- Didn't answer retrenchment question because I don't know what it is.
- I would have appreciated definitions of some of these terms to have a clear understanding.
- No job should be "secure". If you do your job, you will probably not be let go. I have seen some examples of employees who should be fired and they are not because it requires far too much documentation.
- make these laws more clear and readily accessible to employees as they start their positions- it is important for someone to review these policies with them.
- Employees who are doing their job, are a productive contributing member of the organization and are not breaking rules or laws should be fully protected by the Union. Employees that do not contribute, are detrimental to the organization, and are just taking up space and causing other employees more work should not be protected by the Union -- the Union should be working with Management to terminate the employee so a productive employee can be hired.
- All extremely important issues that need to be individually and specifically addressed in the contract.
- I'm neutral about the whole job security issue.
- 3
- none
- Job security is a known benefit for State workers. Knowing termination is difficult encourages complacency and laziness.
- If I worked in the private sector, I'd be paid a higher amount and thus could cushion a termination.
- There is a staggering amount of dead weight at the college due to the difficulties in letting people go.
- Just cause after 1 year instead of 5

Sample Answering: 23 responses

Q.QEvaluation Evaluation - A

Topic	Very Important	More Important	Neutral	Less Important	Not Important	Not Answered	Not Asked
Maintain self-evaluation process	98	89	112	35	46	10	0
Maintain salary increase based on Merit	208	103	46	11	16	6	0
Provide salary increases based on years of service	114	106	85	34	43	8	0

Q.EvaluationComments Comments about evaluation:

- Self evaluation very important.
- The initiative to do good work is to REWARD the work that is done well. This does not mean giving a raise to ALL. Merit raises and the amount given as a raise should be tied to the quality of work achieved and not to years of service. There needs to be a strong stimulus in the APA system to encourage and produce creative and excellent work. There should also be the means within the contract to challenge unfair evaluations, which are tied to merit raises.
- Merit evaluations are too subjective; some of us are evaluated by VPs who don't have a clue about what we do our how hard we work in comparison to others. Merit on our campus is based upon the 'good 'ol boy' system and how close you are with your VP.
- Please more discussion, better adherence to contract dates for review and final assessment, more positive planning, less acrimony...
- Again, I don't believe the evaluation process works. I've always had commendable or above standard, so this is not a complaint that I have been poorly evaluated. However, I have seen many in my area which have been unfairly evaluated (both good and bad rankings).
- We need a fair form of evaluation that is taken seriously and motivates an employee to have a high work ethic while at the same time will discourage people from trying to do the bare minimum and await their salary increases each year.
- There should be an evaluation of supervisors.
- Like I mentioned above, I have received no raise in the past 10 years other than contract and merit raises even though my evaluations have all been commendable and I have been recommended every year for a raise. I've been told that Bill Davis is the reason why I can't get a raise.
- years of service salary increases would be a great idea...therefore, the longer you're here the more you are rewarded...unlike the current structure. The newest employees get the best salary increases
- Merit evaluations are too often arbitrary. Favorites are rewarded others making similar contributions are overlooked.
- Increasing salary purely based on longevity is a very bad idea. New employees get screwed so that long-term employees benefit - how is that fair? New employees pay the same if not more union dues, yet get less benefits for their union dollars and pay a larger percentage toward their retirement.
- Merit increases work only if the evaluation is done fairly. Some give all top scores across the board and others are stingier with top scores as a matter of course. More consistency is needed.
- The evaluation process is a joke. It is geared to reward those people who are buddies with their superiors.
- The only salary increase I've been given has been in accordance w/the contract. After doing some research, I've discovered that my salary is on the low end of the pay scale in comparison to others in comparable positions & who have been here fewer years than me (7 years in APA). I will have to submit documentation in order to request a salary increase.
- The self-evaluation process is a Catch 22. If you rate yourself highly, you are criticized. If you list any perceived weaknesses, it opens the door to more criticism and may be used against you.
- years of service is better indicator of one's job satisfaction
- People should not be rewarded based on length of service. The raise should be based on quality of work, regardless of length of service.
- evaluating supervisors do not always have knowledge of reviewees jobs & duties
- Evaluations should be fair and not decreed by upper management to mark down people in order to get them to work harder not necessarily smarter.
- Evaluation process and forms are a joke and provide extremely little in the way of meaningful feedback or job history data
- Years of service does not mean someone should get paid more. Doing a good job should pay people more. This gives an employee an entitlement rather than an entitlement.
- Get rid of the politicalization rampant in the evaluation process.
- See above comment.
- Years of service should ADD to merit increases. Years of service in isolation should never be a basis for increases.
- What are salary increased based on merit. I was told that there are no salary increased based on merit.
- provide salary increase with increase in academic degree
- There is no other place to put this comment so I will put it here... stop the mta from send so much junk mail focused solely on the work of teachers. It does not have anything to do with me or my unit members and it is a waste of dues money. reduce my dues and do not send me all of the expensive junk mail. I would rather have the money than have them use dues to pay for printing and mailing of worthless materials.
- As I stated earlier, it is very unfair when a new employee received nearly the same salary as someone who has been here 20 years.
- Provide more time for the self-evaluation process or eliminate.
- Review process is unreliable. Supervisors are not honest or timely in providing reviews. Some of the worst people here get high reviews by careless supervisors
- The evaluation process is a joke. I have seen many ineffective workers receive perfect evaluations. Those of us who work hard and do an exceptional job are not recognized above the pack. It is the same problem as grade inflation in the classroom. Supervisors find it easier to give a good "grade" rather than tell a supervisee they need to improve their performance. The whole process is ridiculous.
- Valuable process
- Although the self-eval process is a good exercise, for many supervisors it is an opportunity to copy and paste the administrators notes into their own eval.

- I think the self-evaluation is not necessary and can be implemented as part of the sit-down evaluation. Also, I believe we should put back into place the salary increase based on Merit. Too many people are "just doing their job" and not going above and beyond because why put in the extra effort if I'm going to get the same raise as everyone else. I think there needs to be more incentive for people to want to work harder.
- The current merit-based APA promotion system at our college has a serious flaw that makes it next to useless for some people.
- I feel the evaluation process is one way that an employee can build upon their skill.
- not a fair and standard method for merit ratings.
- 3
- Most individuals who are consciencous are constantly "self-evaluating." Those who do not "self-evaluate" are usually kidding themselves. Constructive feedback from your supervisors is more important than formalizing the "self-evaluation" process.
- none
- Would like to see 360 evaluations Again, longevity can breed complacency...so an increase just because of years of service would be favorable to me if it was tied to merit.
- The self-evaluation seems to be here to stay. It aids the supervisors in their assessments. Merit seems to be very subjective and therefore controversial.
- Salary increase based on merit should be agreed upon because there are great employees that do excellent work, and are not compensated for it.
- Bring back the merit-based salary increase. Why should someone who doesn't put in any effort (and cannot be fired) be given the same raise as someone who works hard to get a 5 on their evaluation?
- Merit based salary increases should be based on definitive requirements instead of arbitrary selection
- Merit increases should be instituted again. Although there can be abuse by administration to keep costs down, it is not equitable or motivating to have mediocre employees receive the same increase as commendable employees. It should be a combination of merit and cost of living.

Sample Answering: 46 responses

Q.QPriorities How would you rank the major contract categories above:(Use a scale of 1 through 6, with 6 being the least important. Please use each rank only once.) - A

(Use a scale of 1 through 6, with 6 being the least important. Please use each rank only once.)
- A

Topic	1 (most important)	2	3	4	5	6 (least important)	Not Answered	Not Asked
Salary	295	73	12	7	0	2	1	0
Working Conditions and Resources	23	42	73	106	88	52	6	0
Benefits	40	196	111	26	11	3	3	0
Family Policies	6	16	69	105	110	77	7	0
Job Security	25	47	106	88	91	28	5	0
Evaluation	3	9	13	51	86	224	4	0

Q.Flex Does the manner in which your administration implements the Flexible Scheduling provision (Article III, Section C. Duties, Responsibilities and Work Schedule) of the APA contract work well on your campus?

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Yes	178	46.0%	45.6%	45.6%
No	79	20.4%	20.3%	20.3%
Don't Know/NA	130	33.6%	33.3%	33.3%

Q.FlexNo Please explain what about the Flexible Scheduling provision is not working well on your campus:

- Our department is very unique in the amount of hours we work during the course of the academic year. Because of the way my contract is structured, I do not benefit very much from any type of flexible scheduling. Even though I put in a number of extra hours throughout my contract length.
 - employees fail to realize they are not paid by the hour; they are salaried employees. They already get more than a sufficient amount of comp, vacation and sick time.
 - My department doesn't follow well.
 - Having to track our hours during the fall semester to account for holiday time was wrong unless you were intending on giving us that time later when we proved we worked more than needed.
 - Prohibited from teaching during the day regardless of hours worked day/week
 - Work until the job is done without benefit of the same amount of time off. Examples are you must use sick accruals for Dr. visits or vacation accruals for other appointments. Cannot save flex time to use later.
 - the scheduling should be more flexible, with less attention to administrative oversight and more to individual integrity.
 - Flexible Scheduling needs to be set across campus in the same manner. Different departments allow for flexible scheduling while others do not. For example, one department claims it is flexible yet requires all employees to be in by 8:00 a.m. or they must call in or risk getting written up. They also are required to work until 4:30 when most other departments have a standard 8:30 - 4:30 day. Why must they be so rigorous when others are not? One particular group in this division might need to be there for extended hours due to the nature of their jobs, but another group has a completely different set of job requirements - nothing to do with what time they come in! It's time to start defining more clearly what the word "flexible" really means and share this with ALL APA employees on campus, regardless of their department.
- SCHEDULING TIME OFF AS A RESULT OF WORKING EXTENDED HOURS
 - There appears to be different application of policy to different people.
 - Supervisors do not understand how it works
 - It is so inconsistent - too many abuse the idea of a flexible schedule..I know you don't want to put this into words but you need to be clearer as to what a "flexible schedule is". Should I have to put sick time on my time sheet if I come in at 11:00 and work until 5:00PM or can I check the day as having worked it?
 - Too many interputations by too many administrators - there must be one general guideline for everyone and then (where applicable) differences where needed.
 - Each deptmanrt does their own thing and some departments get cheated out of flex scheduling.
 - Management assumes that APA members need to be on-site the entire working day and come in early and/or work later as necessary. Because these are often unanticipated and unscheduled occurances they go unaccounted for. There is no non-peak period in most offices on this campus. As it is APA members work a minimun 40 hour week and more whenever mamagement tells them they must. Bargain a 37.5 hour work week with compensatory time. Faculty have bargained workload with compensatory benefits for additional work and the professional librarians have had an established 37.5 hour workweek for years. There is no reason to deny professional administrators the basic benifit of extra compensation for extra work.
 - We should be able to use flexible scheduling for a summer work schedule - ie a 4 day work week in the summer - regardless of the AFSCME arrangement.
 - I personally feel that the Flexible Scheduling provision should be more structured. As it stands now, I don't feel the system is fair to all administrators, since it's not a quid pro quo system. Rather, administrators who work many hours over their 37.5 really have the same flex options as those who rarely work past their 37.5 hours each week.
 - There isn't a consistent process in place and I have personally experienced a supervisor who was arbitrary and caprious in his decisions regarding flexible scheduling.
 - It seems to be handled very differently depending upon the interpretation of the manager. More clarification is needed.
 - I find it does not work well for anyone who has children and a spouse who works.
 - I put in many, many more hours than I am allowed to take in return. It is like pulling teeth to take flex time and then I am told to fill out all sorts of paperwork, which I know is not required. It is not a true flex time policy the way it is administered. If you cite the contract it causes problems and you are labeled as not being a team player.
 - senior administrators and directors take liberties with this provision--bill davis at BSC thinks he owns the place
 - In my area of Student activites, we have very little time to take flex the next day...we have been told we can't "bank" the hours....if not, when can we take the flex time? The only time to take it is at the down time of holiday and mid summer.
 - Administrators work until job is complete but have to use sick accruals for doctors, dentists, etc or use vacation accruals for other needed time off. There's really no such thing as flex time here. Additional hours worked are not allowed to accumulate for use later. Flex time benefits only the employer.
 - Off hours support is increasing becoming the normal operation for this college. Language in the contract must be more specific to address what is acceptable and beneficial for the APA members. For example, can the college hire an outside contractor to monitor IT infrastructure and call the an APA member to resolve problems after hours?
 - I believe the contract states that your salary is based on X number of hours per week but you people work X plus 20 or more a week per 6-7 days a week and there is very little to no recognition for it, it becomes very discouraging.
 - it is not equitable and seems open to interpretation, poicy is not followed consistently.
 - There doesn't seem to be much flexibility at all.

- In the business office at MASSART, the director of fiscal affairs does not believe in such a provision. He spends more time checking on peoples whereabouts than on his own job.
- It's basically up to each supervisor. There is no clear policy of how to record it or what constitutes earning FLEX time (is it only assigned time, or if an employee stays over to complete required tasks during peak times, etc.)
- It is too arbitrary and in my case not worth the effort. I do not get flexible scheduling because my supervisor does not encourage/support it despite working many evenings and weekends. It is too unclear about how it is supposed to work. The system needs to be clarified and spelled out.
- I have not seen a written procedure and there is no process followed.
- Not all departments are treated equally.
- The policy is too open to interpretation. Supervisors within any given campus have differing interpretations. Running to the President for a determination is not conducive to a happy office environment. Nor, I would imagine, does the President want to be bothered with such issues.
- There are some departments/divisions that have a fair approach to the "flexible work hours" language, yet some departments/divisions are extremely hostile in their interpretations. Better language is needed to clarify this disparity.
- It is not consistent or known what the policy is. In Athletics, we work a lot of weekends. Other departments get those back, we don't usually. I'm not completely up to date though.
- Depends on the individual supervisor. Some can have it while others cannot.
- It seems that at my campus if you are not present M-F 8-5 then you are considered not present.
- There is limited opportunities to take the time accrued.
- Flexible scheduling is handled differently by every supervisor. There is NO consistency.
- No standard policy and no accommodation for those of us who are here 6 days a week on a regular basis.
- Cumbersome process that is a mystery to many supervisors of APA members - even many of the APA members do not fully understand how to implement / execute Flex Scheduling.
- flexible time can be very arbitrary depending upon the individual supervisors. It should be hour for hour
- It's too nebulous. Some managers practice it while others don't. Non-accrual of overtime is not a good management tactic.
- workloads are so heavy there is little opportunity for flexible scheduling
- The Summer Flexible Scheduling only allows for 4.5 days per week. This means driving to work for 4 hours -- cost money, not good for the environment, inefficient. I would like to suggest either the Summer Flexible Schedule be the four days a week or be done over the 2 week pay period with one day off every 2 weeks. The 4.5 day week makes no sense.
- It's not clear as when it can and can be used when it comes to departments that have minimal "down time" departments such as Residence Life and Public Safety operate on a 24/7 365 basis and Flexible scheduling is not very accommodating to our areas.
- Well I think the same options should be available every year. This year there was only 1, last year there were 2.
- Management does not understand flexible scheduling at all. For example, in the summer, we are allowed to take Friday afternoon's off. However we can not work extra hours that Monday - Thursday to make up the time for Friday. We are expected to take accrued time off. Also, we are told that at least one person has to work on Friday afternoon until 5:00. Our summer hours are from 8 - 4, but the person who works on Fridays must work 8 - 5, not 9 - 5.
- There is much difficulty in trying to schedule all of the vacation and flex time within small departments. 10-month employees gain up to 2 days per month of vacation which means each staff member accumulates an additional 1 month off per year. In point-of-care departments, with a small staff, it is very difficult to find times when staff can use their vacation without disrupting service and flex time is even more difficult to use. If employees, who must be present to minimally staffing the dept. between 9-5, work evening or weekend programs, commencement, etc, some departments can't function if staff wishes to take off flex time in the morning or afternoon of the same extended service day. More explicit rules the use of flex time might make the use of flex time easier and more just. Employees are frustrated when other people in other departments can take off time during the academic calendar, or administrators float in at late in the morning or leave early at night, when that type of scheduling in small departments such leaves students underserved.
- Flexible scheduling involves too much record keeping and paperwork. It is better to have a more informal arrangement. For example, I often don't know exactly when it will be necessary for me to work "overtime." I just have to do the work until it is done sometimes. I always end up giving the college "free" hours of work anyway. Last year, we had an arbitrary cut-off date that didn't allow us to claim flex time hours for more than two months back, in effect negating the flex time built up over the previous 10 months.
- if i work 10 hours on one day i should be allowed to work 6 hours on another day.
- Doesn't seem as if Flexible scheduling is even an option.
- Some departments interpret it differently and make it prohibitive to use. It is not consistent.
- There are APA members who have a 10 to 3 schedule everyday so they can pick up school bus drop off. This schedule continues into the summer even though school is not in session. The other work day hours due are supposed to be complete at home each day. This is not flexible scheduling but a negotiated change of working hours!
- There is non consistency in departments for flexible scheduling. Those professionals who work multiple peak hours have no means of tracking and being adequately compensated. Thankfully, some have super supervisors who grant flexibility in this area.
- My Manager is not flexible
- It works well depending on what department you work for on the campus. It should be clarified as to peak and non-peak hrs. I've worked well over the set hours and never get compensated for those hrs. In other words if it was a set percentage that would be better.

For instance if you work 10-12hr days for a given week that would equal 50-60hrs and you get paid for 37.5hrs if they gave you 1/2 of that time 12.5-22.5 over the set amount of hrs 1/2 of which is 6.25-11.25 hrs. In other words it needs to be clarified.

- We are treated like hourly employees, who must attest to working 7.5 hours per day and sign for such on a time sheet. I do not work 7.5 hours a day. I customarily work more and I keep my actual hours worked seperately for my own records. For example, if I work 42 hours a week on a consistent basis, I don't mind doing so because I am a professional, but then if on a given week I need to leave a few hours early for a Dr's appointment, I must use accrued time. This is an insult. Also, flex time is not applied consistently department by department and college by college. I have worked for 35 years in a variety of professional settings on a professional basis. Never have I worked under such oppressive and demeaning conditions as most recently in higher education administration in this regard. Also, flex time is really not under the discretion of our supervisor. The supervisor can agree to a flex schedule for administrators in the unit but when it is taken to the executive cabinet level, it is denied. The clause does not work at all and it is a most upsetting, frustrating and oppressive clause. It is definately not a benefit or even an option. I have never worked under such conditions in any other environment in which I have been employed.

- I often get requests to adjust my schedule when I request flexible schedule time away from work, especially during slow times. I've been asked to take medical leave to go to a doctor's appointment. Most appointments take about 1 hour away from campus.

- We do not have flex scheduling. It should be more clear and not limited to specific times or job descriptions.

- In my job, there is no such thing as regular hours. The amount of paperwork needed each time an hour here or there is needed is cumbersome. I simply can't work 60+ hours in a week without taking some time to rest.

- It is inconsistent. Some operations still think of it as hour for hour - as comp time. members don't get it either - as they think they can save it up by coming in early or leaving later. It is not a concept that matches the job expectations.

- It is misunderstood and not defined adequately in the contract. Available to some and not to others

- 1/2 day on Fridays nothing really get accomplished, should close all offices to save on power etc

- Although the college (and union contract) has stated 37.5 hrs is the work week, that sick time/vacation time/personal time are recorded to the hour, Flex time has become very confusing. The (new) VP of our Division cannot communicate a clear understanding of flex time or peak period and it is confusing when, if and how one can reclaim time.

- Confusion as to interpretation. Can lead to very long hours without additional compensation during undefined "peak" periods. A limitation on the number of "peak" periods an employee is expected to have would be helpful.

- Inconsistent application throughout campus.

- not clear how it works - with some people it's treated it as overtime with financial compensation, with others it's treated as flexible scheduling.

- I have been questioned several times when I have flexed my schedule and informed my immediate supervisor. In addition, I have been pressured by the Dean to work with no pay and flex my schedule and teach in the evening to cover an evening based program. I was not compensated and even though I was recommended for a raise it was denied with no reason.

- Jobs that are salaried that work nights and weekends like athletics should have an allowance to take that time off or not required to work regular hours

Sample Answering: 71 responses

Q.Title What is your title:

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Assistant Dean	12	3.2%	3.1%	3.1%
Executive Director	1	0.3%	0.3%	0.3%
Director	82	21.9%	21.0%	21.0%
Associate Director	31	8.3%	7.9%	7.9%
Assistant Director	42	11.2%	10.8%	10.8%
Staff Associate	89	23.8%	22.8%	22.8%
Staff Assistant	117	31.3%	30.0%	30.0%

Q.Creditable Total years of creditable service (if known):

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Less than 5	138	36.7%	35.4%	35.4%
6-10	101	26.9%	25.9%	25.9%
11-15	50	13.3%	12.8%	12.8%
16-20	34	9.0%	8.7%	8.7%
21-25	22	5.9%	5.6%	5.6%
26-30	16	4.3%	4.1%	4.1%
More than 30	13	3.5%	3.3%	3.3%
I do not know	2	0.5%	0.5%	0.5%

Q.Gender Gender

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Male	159	42.9%	40.8%	40.8%
Female	212	57.1%	54.4%	54.4%

Q.SalaryRange Salary Range

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Under \$22,000	4	1.1%	1.0%	1.0%
\$22,000-26,999	8	2.2%	2.1%	2.1%
\$27,000-32,999	11	3.1%	2.8%	2.8%
\$33,000-37,999	22	6.1%	5.6%	5.6%
\$38,000-42,999	42	11.7%	10.8%	10.8%
\$43,000-47,999	34	9.5%	8.7%	8.7%
\$48,000-52,999	48	13.4%	12.3%	12.3%
\$53,000-57,999	42	11.7%	10.8%	10.8%
\$58,000-62,999	47	13.1%	12.1%	12.1%
\$63,000-67,999	26	7.2%	6.7%	6.7%
\$68,000-72,999	29	8.1%	7.4%	7.4%
\$73,000-77,999	12	3.3%	3.1%	3.1%
More than \$78,000	34	9.5%	8.7%	8.7%

Q.Department Your division or work area:

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Student Affairs	136	42.9%	34.9%	34.9%
Administration and Finance	101	31.9%	25.9%	25.9%
Information Technology	61	19.2%	15.6%	15.6%
Alumni and Development	19	6.0%	4.9%	4.9%

Q.Campus Please choose your campus:

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Bridgewater	77	21.3%	19.7%	19.7%
Fitchburg	38	10.5%	9.7%	9.7%
Framingham	30	8.3%	7.7%	7.7%
Mass. College of Liberal Arts	32	8.8%	8.2%	8.2%
Mass. College of Art	41	11.3%	10.5%	10.5%
Mass. Maritime	19	5.2%	4.9%	4.9%
Salem	50	13.8%	12.8%	12.8%
Westfield	27	7.5%	6.9%	6.9%
Worcester	48	13.3%	12.3%	12.3%

Q.Supervisor Are you currently supervising other APA members?

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Yes	105	28.0%	26.9%	26.9%
No	270	72.0%	69.2%	69.2%

Q.Trust Are you paid from a Trust Fund?

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Yes	38	10.3%	9.7%	9.7%
No	331	89.7%	84.9%	84.9%

Q.Grant Are you paid from a grant?

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Yes	10	2.7%	2.6%	2.6%
No	354	97.3%	90.8%	90.8%

Q.Months Are you a:

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
12 month administrator	333	90.5%	85.4%	85.4%
10 month administrator	20	5.4%	5.1%	5.1%
Less than 10 month administrator	2	0.5%	0.5%	0.5%
Other/Doesn't Apply	13	3.5%	3.3%	3.3%

Q.FullPart Do you work

Choice	Count	Percentage of Sample Answering	Percentage of Sample Asked	Percentage of Total Sample
Full time	358	95.7%	91.8%	91.8%
Part time	15	4.0%	3.8%	3.8%
Other/Doesn't Apply	1	0.3%	0.3%	0.3%

Q. Other Priorities Are there any other issues you would like to add?

- More buy back years.
- I work under the Academic Affairs VP
- 1-6 ranking of categories was difficult to do!
- You don't have my division listed in your table.
- I WORK ON THE ACADEMIC SIDE OF THE HOUSE. YOU DO NOT EVEN OFFER THAT AS A CHOICE. FLEX TIME SHOULD BE OFFERED HOUR FOR HOUR. I WOULD LIKE TO SEE MORE FLEXIBILITY IN WORK SCHEDULE: FOR EXAMPLE, 11 MONTH SCHEDULES
- Just that not everyone interprets the flex/peak time in the same manner. My interpretation is that we keep an in house record - I've seen campus wide email stating it needs to be on the time sheet - that's fine for when you use the flex time, you do need to account for why you took the day off - but we can't be putting peak time as earned on timesheets, that just doesn't make sense. Maybe I interpreted the email incorrectly, but it seemed that way.
- Please reconsider your dental and vision coverage.
- For one I have been working here for 4 years and I feel categorizing "less than 5" creates a negative effect and puts my concerns at a lesser need since many might interpret that I have been here for 1 year. I think a 3-5 years range should have been highlighted. Also there is no Academic Affairs Division therefore I could not answer that question. I want to stress that I feel years of service, merit and education level should be taken into consideration. I have been working here for 4 years and have received commendables on many evaluations and finishing a master's degree yet I am still a staff assistant where in other departments I know people who have worked less than a year and had left BSC came back and is assistant director with only a bachelors or had no experience in the field but started at the same pay scale as myself and others who had a year or two experience. Thank You
- Parking, parking & parking
- You left out the area of academic affairs in your demographics survey....unless you are counting that as a default...
- Hopefully we can sign the contract this time - and get paid soon thereafter... Thanks for your hard work!!!
- APA dues do not have to keep pace with other unions! Find ways to reduce annual APA dues - that would be new, refreshing and welcoming. Our union and others we are affiliated with SHOULD NOT endorse political candidates and more important spend our funds to do so - let's go up on the dues some more!
- The last time this contract came up for re-negotiation the membership was asked to suggest areas for improvement. I think the responses were posted on the APA website. I'd suggest you find that survey and read what people said at that time. There were some suggestions made that should be considered. If you just take whatever salary increase is offered and make no substantial language changes I'd suggest decertifying the unit and linking up with a real union.
- I think it is unconscionable that we have to wait for our raises to be funded.
- We need updated salary classifications especially for IT positions. Thanks for your hard work.
- I appreciate the flexibility within my schedule for family issues. I would really like to see our department restructured and develop a career ladder. Right now there is no opportunity for growth or any position to move up and increase salary or skills. I believe this would help the moral of the department if we could see the potential for job promotions and salary increases otherwise this department is going to get worse before it can get better.
- I would like promotion equity addresses as well. Increasing responsibilities repeatedly without a promotion is not a fair practice.
- I think it is time to start providing some incentives for those who have been here for a considerable period of time.
- Would like to have more communication and input during the negotiation process.
- All supervisors of APA members must take a course in employee evaluation. Some supervisors do not believe in high grading to a valuable employees while others give highly satisfactory grades to employees who are average performers and unreliable.
- Like to see a more frequent notice about Professional Development money. Can't understand the review/approval/denial process. Money should be declared available at beginning of year so a person can plan to spend, rather try to spend it just to use it up during the last 60 days it is available. Also, wonder if APA members would be willing to pool a portion to fund particularly meritorious but very expensive programs like week long management institutes, etc, like a APA Prof Development scholarship.
- Sell back vacation time Buy extra vacation time Increase % of sick time paid upon retirement
- senior level administrators do not have the same checks & balances that pertain to all levels of staff. some senior administrators tend to make up their own rules, live by them & expect others to do so.
- The contract should dictate what the college as a whole does, as now many things are left up to each division and there are consistency concerns in areas such as flex time, flexible schedules, peak periods, job position searches.
- I would like to see the buy out of sick time at the time of retirement increased above 20%.
- Interesting that our department - Academic Computing isn't listed. I suspect that is because we really should be in the Teachers union
- I am an 11 month administrator
- Opportunities for advancement are lacking!
- The Commonwealth should provide dependable transportation to and from the workplace for employees with disabilities who can not drive, or do not have reasonable access to public transportation.
- I work in Academic Affairs. This was not listed under the choices to choose for the division of work.
- I am an instructor in the Biology department. I am a teacher, not really an administrator.
- Increase benefit age at retirement in line with social security.
- Although I am a Staff Associate, I really am clinical and would like to see a clinical faculty contract.
- please see my comment on the pror page regarding MTAs misuse of funds on mailings unrelated to APA unit members.

- With the assumption that APA members should already have an undergraduate degree, I hope that the union would provide 100% reimbursement for graduate classes and fees.
- I would prefer not to have to contribute to the state retirement plan. The interest earned if one choosed to cease employment is terrible. I could earn a much better rate of return with another type of investment. Additionally I am a state employee who will lose most of my deceased husband's social security due to the stupid regulation that reduces social security payments based on one's retirement payout. I will have worked for the state approximately 13-14 years upon retirement. Therefore, my monthly payment will be small and I will have the social security payment reduced due to this. I would greatly appreciate some movement to abandon this regulation.
- I believe that evaluations of supervisors that are mandatory should be initiated. Particularly on the MCLA campus, there any number of administrators that are not evulated anually by their subordinates, and I feel this would make the management of the campus more effecient if there was a formal evaluation process to address concerns and give feedback in a safe, positive manner.
- The extended use, expected use, of technology 24/7. There needs to be language to protect memebers who still believe that when they go home or on vacation they are NOT at work, there is an unwritten expectation that the member will still "go to work" via email. We only work a stipulated number of hours and being expected, even though unwritten, to have read, responded and reacted to emails sent at mid-night needs to be addressed in our contract language. Members should have the choice to connect and not feel that because the choose to be with their families or relax they will be negatively evaluated for having chosen that course. Llkewise, members who do choose to over extend their work day via technology should not receive extra plaudits on their evaluations. THIS is a lop-sided behavior and one that brings us back to the dusky days of pre-labor laws. We need to be cautious of this development and create language that allows choice but not demands for working every minute of every day just because technology allows such behavior.
- The institution should be responsible for salary increases not covered by a grant so that the grant can contiue to supply the resources for the students and staff that have been promiced in the approved grant application. When salary increases are taken from the grant funds, other budgets must be reduced accordingly, making the grant less effective.
- Even though I do not supervise other administrators, I have a lot of responsibility.
- I would like to see opportunities for people with children to work part-time or reduced hours (instead of flex time), esp. in the summer. There are no opportunities at this time at this campus at administator level.
- more money should be provided for those who are seeking to get a degree with less constraints. The fees make it very difficult for to attend and if one works full time they have to go evenings and are not able to take advantage of 100% tuition.
- Parking, parking & parking
- Thanks for your continued support of all of us.
- Promotions. As one's responsibilities change and expand, promotions should become available.
- Every year for the last 10 years I have lost vacation time to sick time. I retire in a few more years and will lose an extreme amount of \$ value due to only being able to collect 20% of my sick time rate. I would like to see the buy out on the sicktime increased to 50% or keep the vacation days moved to sick in a seperate pool and pay them out at 100% upon retirement. This is a topic I've heard discussed by many here on campus - and not just the senior employees - it is a concern to all who plan to stay in the system until they retire.
- Some APA members work on the academic side of the house. I think you forget about us. I would like to see the option of 11 month schedules
- The ability to purchase a computer through payroll deduction.
- We are just as valuable as the faculty. We are all part of a team. I would like to see less hierarchical structure in this area (i.e. parking lot etc.)
- The ability to have flexible scheduling (four day workweeks), especially during the summer months is very important to me. I love working four long days and having one weekday off- this schedule greatly improves the quality of my life. I would appreciate consideration for administrators to take a research day on occasion as part of their workweek. Faculty have a research day included in their schedule. My job requires "quiet time" to do research and I would benefit from being able to do this research off campus. The way it stands, I am having to do my research on my own time at home.
- With respect to Public Safety - there is no clothing allowance for uniforms that we are often required to wear on every campus, there is minimal opportunites and/or monies available for law enforcement specific tranings, we often work an excessive number of hours above and beyond our normal work week and schedule and "flexible scheduling" is not conducive or user friendly in our area. In municipal law enforcement police receive a stipend (Quinn Bill) as an educational incentive, we currently do not. Most municipal law enforcement officers are also entitled to work extra details (road construction, special events etc.) we currently are not.
- I would like to take a look at the amount of flex time one can earn in a school year. If that amount of flex days earned exceeds fifteen then a compensation check should be given. I find it hard to take more than fifteen days of flex because there is never enough off peek time to take twenty or twenty-five days.
- Yes. I would like to expand the number of APA job titles available to our members for potential promotion or salary upgrades. I am one of three Associate Directors in my department. My Director submitted to our VP a request to upgrade my positoin to Senior Associate Director but was denied because there is no such title in the APA. The word "Senior" is a common word used in both the private and public sector to designate a person who has consistently fulfilled his job responsibilities and in may instances gone beyond the call of duty even though their core duties do not change. When there are multiple staff persons with the same title supervisors should have the ability to designate between them by using this type of title differentiation. Also, with the APA membership annually growing larger this additional level of designation would be helpful for all levels of job titles.

- The question above regarding the division or work area does not include academic affairs and needs to. There are a number of administrators who work in academic affairs. Please include.
- Moving expenses should be paid for new hires.
- I am concerned with the working days. For example, part of coming to work at a college is that you get more time off to make up for the lack of \$. So, most schools are not open during spring break, Christmas break, etc. However, my school requires me to be here during all of those times. I rarely see professors here during these times?
- While I have 9 years in the system, I have more than 30 years of experience in the field that I am in. I work far below the normal professional salary level of individuals with far less experience. Although I've been given a great deal more responsibility and work, I have not been compensated or promoted to reflect my additional duties.
- A committee to address the salary gender gap issues here should be formed and the inequities addressed.
- I sincerely hope there is never a time when contracts are not funded or there is no contract. Salary increases, job security and benefits are crucial in keeping quality staff in the state system when great opportunities exist in the private sector.
- There should be a correlation between APA rank and job titles. If you carry the title of director, you should be placed in the director category of APA. Attention should be paid to align these factors.
- Cost of living increases and maintaining benefits seems most important. I have a higher salary and therefore benefit from any increase. Therefore, I think all APA members ought to have ample professional development and tuition benefits to increase their education and move up to higher positions via education, not merely a salary increase. That's why I put emphasis on professional development benefits and tuition breaks.
- I do not like the fact that Mass Art hires new administrators/faculty at a higher salary than administrators/faculty who have been working here for several years. It does not breed good attitudes or boost morale, in fact it lowers it.
- Thank you for giving us the opportunity for input.
- BSC is a wonderful place to work and I feel well represented by the APA
- a supplement to the contract that would allow employees who are "on-call" be compensated for their time.
- I added my comment to a previous comment box since I did not believe you provided one. Thank you for putting together this survey. I think you should do more of them.
- No
- Stress importance of paid maternity leave and related matters! The US is MILES behind many other countries in this regard as a whole.
- I supervise professional and non professional contract staff.

Sample Answering: 69 responses