

Customer Satisfaction with Human Resources on Participating California State University Campuses Spring 2001

Summary

A customer satisfaction survey of Human Resources (HR) was conducted in spring 2001 and completed by more than 8400 faculty and staff on ten CSU campuses: Bakersfield, Fresno, Hayward, Los Angeles, Long Beach, Monterey Bay, San Bernardino, San Luis Obispo, San Marcos, and Stanislaus. Overall, faculty and staff expressed moderate levels of satisfaction with a wide range of HR services and higher levels of satisfaction with the accuracy, usefulness, and timeliness of information and demeanor of HR staff. Comparisons revealed that Bakersfield, San Bernardino, Long Beach, and San Luis Obispo were the most highly rated campuses, and that administrators were generally more satisfied with HR than faculty and staff, particularly in the areas of discipline or pre-discipline consultation, grievance and complaint handling, and collective bargaining issues. Faculty was more satisfied with the quality of HR information and delivery of service, while staff was the least satisfied with HR services overall.

The highest rated service areas were payroll services, benefits administration, training and workshops, personnel policy questions, and job openings and inquiries. The lowest rated areas were grievance and complaint handling, career development advising, classification determination, and collective bargaining, contract interpretation and implementation.

Survey Methods

This part of the report briefly describes the HR survey instrument, campus data collection methods, survey returns and response rates, and respondents to the survey.

Instrument

The HR survey instrument was developed jointly in fall 2000 by the CSU systemwide Customer Satisfaction Survey Committee and the CSU Human Resources Function Group. The survey contains 38 questions, of which 26 measure the level of faculty and staff satisfaction with a wide range of HR consultation, training, and advising services (e.g., payroll, collective bargaining, benefits, recruitment and retention, retirement, discipline, etc.), the quality (e.g., accuracy, consistency) of HR information and staff communication and responsiveness (e.g., courtesy, friendliness).¹ Accompanying the main survey form was a separate four-page booklet for gathering demographic information (e.g., gender, ethnicity, etc.) and written comments and suggestions for improving services. A copy of the survey instrument and the Faculty &

¹ Satisfaction rating scale: 5=Very satisfied, 4=Satisfied, 3=Neutral, 2=Dissatisfied, 1=Very dissatisfied

Staff Booklet can be found in **Appendix A: Customer Satisfaction Survey of Human Resources**.

Data Collection

Survey data collection methods, number of completed surveys, and response rates are reported for each campus in Table 1 below:

Table 1. Data Collection Methods, Survey Returns and Response Rates by Campus

Campus	Method	Sample Size	Return Count	Response Rate
Bakersfield	Campus mail	800	276	34.5%
Fresno	Campus mail	797	249	31.2%
Hayward	Campus mail	1,033	202	19.6%
Los Angeles	Campus mail	2,282	1,030	45.1%
Long Beach	Campus mail	950	225	23.7%
Monterey Bay	Campus mail	NAV	52	NAV
San Bernardino	Campus mail	453	163	36.0%
San Luis Obispo	Campus mail	1,250	293	23.4%
San Marcos	Campus mail	332	96	28.9%
Stanislaus	Campus mail	523	183	35.0%
Total		8,420	2,769	32.9%

NAV=Not available

All campuses distributed surveys to faculty and staff via intra-campus mail services. Response rates in most cases were low by survey research standards. It is important to emphasize that survey samples from campuses with low response rates may not be representative of the target populations. These campuses, therefore, need to be very cautious about generalizing survey results beyond their sample data.

Respondents

Faculty and staff, including administrators/managers, who responded to the survey, were predominantly female (63%), White (59%), full-time employees (88%), working on campus more than 10 years (44%), in the division of Academic Affairs (36%). Most respondents were staff (64%), followed by faculty (20%), administrators/managers (12%), and counselors and librarians (4%). Additional survey detail describing the characteristics of survey respondents is provided in **Appendix B: Demographic Characteristics of Respondents to the Customer Satisfaction Survey of Human Resources**.

Results

Survey results presented below focus on addressing four key issues:

- **Overall Satisfaction: Overall, how satisfied are faculty and staff with campus Human Resources?**
- **Strengths and Weaknesses: In what areas of Human Resources are faculty and staff most and least satisfied?**
- **Highly Rated Campuses: How does faculty and staff satisfaction with Human Resources compare across campuses?**
- **Customer Differences: Are there important differences among faculty and staff in their level of satisfaction with Human Resources?**

Survey results pertinent to these issues are summarized in Table 2 and Table 3 that draw from more detailed survey results reported in **Appendix C: Customer Satisfaction with Human Resources by Campus** and **Appendix D: Customer Satisfaction with Human Resources by Customer Type**.

Under the column heading, “CSU Ratings”, in Table 2 and Table 3, the following data are provided: number of respondents (**N**), the mean satisfaction rating (**Mean**), the percentage of respondents who reported they were either “very satisfied” or “satisfied” (**Sat**), the percentage of respondents who reported they were either “very dissatisfied” or “dissatisfied” (**Dis**), and the relative standing (**Rank**) of the item based on the mean satisfaction rating (1=highest ranked item).

Under the heading, “Campus Ratings (Means)”, the mean score of the highest (**High**) and the lowest (**Low**) rated campus is given, along with the names of the six top-rated campuses (**Top Half**) in descending order of their mean satisfaction ratings.

The last part of Table 2 and Table 3, “Customer Ratings (Means)”, displays the mean satisfaction ratings for each customer type: Administrator/Manager, Faculty, and Staff. Survey results displayed in the tables are discussed below in terms of the four guiding questions outlined above.

Overall Satisfaction

Overall, faculty and staff expressed moderate levels of satisfaction with HR. Of 17 measures listed in Table 2, mean satisfaction ratings range from 2.8 to 3.6, with a majority of ratings (10) falling between 3.2 and 3.5. The percentages of faculty and staff who reported they were either “very satisfied” or “satisfied” with HR are mostly in the 30 percent to 40 percent range. In six areas, more than 20 percent of faculty and staff indicated they were dissatisfied with HR.

HR received more favorable ratings on items measuring information quality (4 items) and staff responsiveness and demeanor (5 items) as shown in Table 3. On these two dimensions, average satisfaction ranges from 3.6 to 4.1. Satisfaction with HR information and staff responsiveness is mostly in the 60 percent range and as high as 84

percent. Dissatisfaction reaches a level of more than 20 percent on only one measure and falls below 10 percent on three measures.

Strengths and Weaknesses

The items that faculty and staff rated highest (i.e., from 3.5 to 3.6) on the survey are:

- Payroll services,
- Benefits administration,
- Training and workshops,
- Personnel policy questions, and
- Job openings and inquiries.

With the exception of job openings and inquiries, percent satisfaction in the above listed areas rises to better than 60 percent.

The lowest rated HR areas (i.e., ratings slightly above or below 3.0) are:

- Grievance and complaint handling,
- Career development advising,
- Classification determination, and
- Collective bargaining, contract interpretation and implementation.

A relatively high percentage of respondents (25% to 33%) reported they were either dissatisfied or very dissatisfied with HR in these low rated areas.

Faculty and staff gave consistently favorable ratings (all above 3.5 and as high as 3.8) to HR information accuracy, timeliness, consistency, and usefulness. Around two out of three respondents expressed some degree of satisfaction, and dissatisfaction was below 20 percent on all measures of information quality. Respondents reported even higher levels of satisfaction with HR staff. Average ratings were very high on measures of staff courtesy and friendliness (above 4.0) and also high on knowledge and responsiveness (3.7).

Highly Rated Campuses

Table 2 and Table 3 list the campuses that achieved the highest level of faculty and staff satisfaction with Human Resources. The campuses that are most consistently highly rated across all 26 HR satisfaction measures (i.e., potential “best practice” campuses) are:

- Bakersfield,
- San Bernardino,
- Long Beach, and

- San Luis Obispo.

More detailed campus comparisons are presented in **Appendix C: Customer Satisfaction with Human Resources by Campus.**

Customer Differences

Survey results presented in Table 2 and Table 3 indicate that administrator/managers expressed higher levels of satisfaction than either faculty or staff on 12 of 17 HR measures, particularly in the following areas:

- Discipline or pre-discipline consultation,
- Grievance and complaint handling, and
- Collective bargaining issues.

Staff was less satisfied than administrator/managers and faculty on 8 of 17 measures. Differences were very large in five areas:

- Advising and counseling (discipline employee problems),
- Discipline or pre-discipline consultation,
- EEO/diversity administration,
- Career development advising, and
- Classification determination.

Of the nine measures assessing quality of HR information and HR staff, faculty satisfaction was highest on six, including all four quality of information measures (i.e., accurate, timely, consistent, useful). Although staff respondents reported relatively high levels of satisfaction on all nine information and staff quality measures, they were the least satisfied on six of those measures.

Comprehensive survey results on customer differences can be found in **Appendix D: Customer Satisfaction with Human Resources by Customer Type.**

Table 2. Summary of Human Resources Customer Satisfaction Survey (Services) - Spring 2001

Satisfaction with:	CSU Ratings					Campus Ratings (Means)			Customer Ratings (Means)		
	N	Mean	Sat (%)	Dis (%)	Rank	High	Low	Top Half (descending)	Adm/Mgr	Faculty	Staff
Personnel policy/questions	1345	3.56	60	16	4	3.86	2.58	BAK, LB, SLO, SB, HAY	3.66	3.71	3.52
Payroll services	1518	3.65	64	16	1	4.17	3.20	SLO, BAK, LB, STAN, FRE	3.58	3.62	3.71
Collective bargaining, contract interpretation and implementation	829	3.14	38	25	14	3.32	2.91	MB, LA, FRE, LB, BAK	3.56	2.94	3.08
Disability program administration (worker's comp, catastrophic leave)	639	3.41	46	14	7.5	3.63	3.13	SLO, SB, BAK, LB, MB	3.50	3.51	3.40
Recruitment and retention assistance	772	3.35	48	19	9	3.67	2.79	SLO, SB, MB, BAK, LB	3.58	3.26	3.29
Classification determination	795	3.09	37	28	15	3.27	2.73	SLO, BAK, MB, SB, LB	3.36	3.12	2.98
Leave accounting	634	3.44	48	12	6	3.84	3.17	SLO, STAN, FRE, BAK, LB	3.52	3.32	3.42
Advising and Counseling (discipline, employee problems)	597	3.24	40	21	12	3.70	2.60	MB, SB, BAK, SLO, LA	3.73	3.43	3.01
Training and workshops	1232	3.62	62	10	3	3.85	3.40	SB, LB, SM, STAN, BAK	3.65	3.60	3.62
Benefits administration	1328	3.64	62	13	2	3.98	3.34	SB, LB, BAK, SLO, FRE	3.67	3.56	3.67
Grievance and complaint handling	521	2.88	27	33	17	3.25	2.15	MB, SB, BAK, SLO, LA	3.53	2.61	2.70
Retirement advising	625	3.41	46	16	7.5	3.86	3.19	SB, SM, SLO, HAY, BAK	3.56	3.56	3.37
Compensation/salary guidance	698	3.20	39	22	13	3.50	2.98	SLO, BAK, MB, SB, STAN	3.48	3.15	3.14
EEO/diversity administration	447	3.28	37	14	10	3.67	2.95	STAN, LA, SB, LB, SLO	3.60	3.30	3.12
Discipline or pre-discipline consultation	349	3.27	34	16	11	3.86	2.78	STAN, MB, SB, LB, BAK	3.83	3.14	2.99
Career development advising	367	2.97	26	24	16	3.43	2.59	SB, LB, BAK, HAY, MB	3.30	3.06	2.89
Job openings and inquiries	958	3.50	54	13	5	3.72	3.18	SB, BAK, HAY, LB, SLO	3.59	3.29	3.51

INFORMATION DISSEMINATION

11. Listed below are services provided by Human Resources. On the **LEFT**, indicate the frequency of contact you had with Human Resources. If you have not used the item during the last 12 months, darken the oval in the **Never** column. On the **RIGHT**, rate your satisfaction with the item during the last 12 months. If you cannot rate the item (or it's not applicable), darken the oval in the **Don't Know** column.

FREQUENCY OF CONTACT

SATISFACTION

Frequently	Sometimes	Rarely	Never		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
~	~	~	~	Personnel policy/questions	~	~	~	~	~	~
~	~	~	~	Payroll services	~	~	~	~	~	~
~	~	~	~	Collective bargaining, contract interpretation and implementation	~	~	~	~	~	~
~	~	~	~	Disability program administration (worker's comp, catastrophic leave, etc.)	~	~	~	~	~	~
~	~	~	~	Recruitment and retention assistance	~	~	~	~	~	~
~	~	~	~	Classification determination	~	~	~	~	~	~
~	~	~	~	Leave accounting	~	~	~	~	~	~
~	~	~	~	Advising and counseling (discipline, employee problems)	~	~	~	~	~	~
~	~	~	~	Training and workshops	~	~	~	~	~	~
~	~	~	~	Benefits administration	~	~	~	~	~	~
~	~	~	~	Grievance and complaint handling	~	~	~	~	~	~
~	~	~	~	Retirement advising	~	~	~	~	~	~
~	~	~	~	Compensation/salary guidance	~	~	~	~	~	~
~	~	~	~	EEO/diversity administration	~	~	~	~	~	~
~	~	~	~	Discipline or pre-discipline consultation	~	~	~	~	~	~
~	~	~	~	Career development advising	~	~	~	~	~	~
~	~	~	~	Job openings and inquiries	~	~	~	~	~	~

12. When was the last time you came in person to Human Resources for information?

- ~ Within the last month ~ 2 -3 months ago ~ 4 - 5 months ago ~ more than 5 months ago

SKIP ITEMS 13 AND 14 IF YOU HAD NO EXPERIENCE IN THE LAST 12 MONTHS.

13. How satisfied are you that the information you received from Human Resources is:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Accurate	~	~	~	~	~	~
Timely	~	~	~	~	~	~
Consistent	~	~	~	~	~	~
Useful	~	~	~	~	~	~

14. How satisfied are you that when you call Human Resources staff for help, they are:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Courteous	~	~	~	~	~	~
Friendly	~	~	~	~	~	~
Knowledgeable	~	~	~	~	~	~
Responsive	~	~	~	~	~	~
Consistent	~	~	~	~	~	~

15. On a daily basis, which of the following are you likely to rely on **most** to keep informed about campus activities, policies, process changes, etc.? **(Mark only one)**

- ~ Flyers and printed material in my in-basket or mailbox ~ E-mail message to my own mailbox
 ~ A bulletin board posting near my work area ~ Web
 ~ Campus electronic bulletin boards ~ Other: _____
 ~ Campus paper

Please make any written comments regarding your campus Human Resources on pages 3 or 4 of your survey booklet and circle letter A.

Appendix B: Demographic Characteristics of Respondents to the Customer Satisfaction Survey of Human Resources - Spring 2001

Job Type	N	%
Admin./Mgr	298	12.3
Counselor	64	2.6
Faculty	482	19.9
Librarian	29	1.2
Staff	1,551	64.0
All	2,424	100.0

Age	N	%
Under 20	5	0.2
20 - 29	275	11.5
30 - 39	506	21.1
40 - 49	736	30.7
50 - 59	700	29.2
60 - 69	164	6.8
70 or over	15	0.6
All	2,401	100.0

Years on Campus	N	%
Less than 1 year	247	10.1
1 - 2 years	297	12.2
3 - 4 years	326	13.3
5 - 6 years	268	11.0
7 - 8 years	142	5.8
9 - 10 years	97	4.0
More than 10 years	1,065	43.6
All	2,442	100.0

Division	N	%
Academic	822	36.1
Administration	478	21.0
Student Services	402	17.7
Other	572	25.2
All	2,274	100.0

Gender	N	%
Female	1,521	62.7
Male	903	37.3
All	2,424	100.0

Status	N	%
Full-Time	2,134	88.1
Part-time	289	11.9
All	2,423	100.0

Appendix C: Customer Satisfaction with Human Resources by Campus - Spring 2001

Table 1. Campus and Systemwide Mean Satisfaction Ratings

Satisfaction with ...	Data Type	Bakersfield	Fresno	Hayward	Los Angeles	Long Beach	Monterey Bay	San Bernardino	San Luis Obispo	San Marcos	Stanslaus	All
Personnel/policy questions	Mean	3.86	3.04	3.59	3.39	3.78	3.44	3.75	3.76	3.32	2.58	3.56
	S.D.	1.00	1.12	0.91	1.16	0.83	1.10	0.92	0.86	1.13	1.25	1.04
	N	217	158	150	198	134	45	122	221	76	24	1,345
Payroll services	Mean	3.92	3.63	3.44	3.24	3.92	3.20	3.55	4.17	3.35	3.83	3.65
	S.D.	0.97	0.97	1.07	1.24	0.90	1.22	1.17	0.79	1.20	1.44	1.10
	N	217	187	159	301	169	45	116	224	77	23	1,518
Collective bargaining, contract interpretation and implementation	Mean	3.12	3.15	3.05	3.26	3.13	3.32	3.10	3.11	2.91	3.10	3.14
	S.D.	1.17	1.14	0.98	1.03	1.02	1.25	1.11	1.10	1.20	1.37	1.10
	N	119	102	64	200	64	31	50	123	45	31	829
Disability program administration (workers's comp, catastrophic leave, etc.)	Mean	3.58	3.23	3.32	3.34	3.44	3.41	3.62	3.63	3.22	3.13	3.41
	S.D.	0.88	1.15	1.09	0.95	1.06	1.02	0.86	1.00	1.05	1.25	1.01
	N	65	71	59	177	52	29	45	90	36	15	639
Recruitment and retention assistance	Mean	3.45	3.12	3.21	3.33	3.44	3.54	3.55	3.67	2.91	2.79	3.35
	S.D.	1.01	1.01	1.02	1.06	1.05	1.12	0.97	0.91	1.14	1.07	1.04
	N	93	77	75	182	55	37	62	113	44	34	772
Classification determination	Mean	3.24	2.79	3.09	3.10	3.14	3.24	3.19	3.27	2.83	2.73	3.09
	S.D.	1.21	1.11	0.98	1.06	1.13	1.30	0.96	1.10	1.22	1.28	1.12
	N	104	97	80	155	87	33	53	107	53	26	795
Leave accounting	Mean	3.45	3.48	3.20	3.17	3.41	3.37	3.39	3.84	3.41	3.82	3.44
	S.D.	0.99	0.72	0.98	0.94	0.86	0.93	0.79	0.86	1.01	1.07	0.93
	N	89	75	71	121	46	30	38	110	37	17	634
Advising and counseling (discipline, employee problems)	Mean	3.59	3.09	2.98	3.21	3.16	3.70	3.64	3.23	2.60	3.06	3.24
	S.D.	1.04	1.12	0.98	1.13	1.00	1.11	1.04	1.09	1.08	1.39	1.12
	N	76	67	42	181	45	23	39	64	25	35	597
Training and workshops	Mean	3.70	3.40	3.47	3.42	3.82	3.64	3.85	3.69	3.78	3.71	3.62
	S.D.	0.90	0.83	0.84	1.00	0.85	0.94	0.82	0.76	0.89	1.07	0.90
	N	164	155	97	240	138	44	124	154	85	31	1,232
Benefits administration	Mean	3.75	3.61	3.61	3.48	3.77	3.34	3.98	3.74	3.42	3.54	3.64
	S.D.	0.99	1.00	0.90	1.10	0.81	1.26	0.89	1.06	1.13	1.28	1.03
	N	167	176	132	291	111	44	102	195	73	37	1,328
Grievance and complaint handling	Mean	3.13	2.65	2.65	2.97	2.89	3.25	3.19	3.00	2.15	2.39	2.88
	S.D.	1.14	0.89	0.95	1.10	1.21	1.25	1.02	1.08	1.15	1.50	1.12
	N	75	55	46	137	35	20	37	65	33	18	521

Appendix C: Customer Satisfaction with Human Resources by Campus - Spring 2001

Table 1. Campus and Systemwide Mean Satisfaction Ratings

Satisfaction with ...	Data Type	Bakersfield	Fresno	Hayward	Los Angeles	Long Beach	Monterey Bay	San Bernardino	San Luis Obispo	San Marcos	Stainslaus	All
Retirement advising	Mean	3.45	3.34	3.49	3.19	3.36	3.19	3.86	3.56	3.61	3.31	3.41
	S.D.	1.16	0.92	1.09	0.95	1.08	1.17	0.92	1.09	0.76	1.25	1.03
	N	74	73	63	157	53	21	51	89	31	13	625
Compensation/salary guidance	Mean	3.48	3.01	2.98	3.08	3.09	3.27	3.14	3.50	3.09	3.14	3.20
	S.D.	1.14	0.96	1.05	1.04	1.06	1.12	1.04	1.09	1	1.33	1.08
	N	90	78	65	163	43	41	51	104	34	29	698
EEO/diversity administration	Mean	3.13	3.08	3.12	3.49	3.26	2.96	3.30	3.25	2.95	3.67	3.28
	S.D.	1.15	0.73	0.59	1.02	0.68	0.81	0.92	0.98	1.09	1.50	0.97
	N	54	40	34	155	31	24	30	48	22	9	447
Discipline or pre-discipline consultation	Mean	3.38	2.78	3.10	3.30	3.40	3.63	3.57	3.27	2.95	3.86	3.27
	S.D.	1.05	1.11	0.77	1.19	0.86	0.96	0.92	0.87	0.91	1.68	1.04
	N	55	41	29	77	30	19	28	44	19	7	349
Career development advising	Mean	3.22	2.77	3.18	2.66	3.30	2.93	3.43	2.81	2.59	2.80	2.97
	S.D.	1.08	0.96	0.72	1.09	0.95	1.07	0.63	1.01	1.22	1.55	1.03
	N	54	47	34	68	47	14	28	43	22	10	367
Job opening and inquiries	Mean	3.68	3.41	3.62	3.32	3.58	3.22	3.72	3.55	3.51	3.18	3.50
	S.D.	0.96	1.09	0.84	1.14	0.96	0.85	0.90	0.93	1.12	1.12	1.02
	N	122	123	91	197	112	27	86	121	51	28	958

**Appendix D: Customer Satisfaction with Human Resources by Customer Type
Spring 2001**

Table 1. Mean Satisfaction Ratings by Customer Type

Satisfaction with ...	Data type	Administrator / Manager	Faculty	Staff *	All
Personnel policy/questions	Mean	3.66	3.71	3.52	3.57
	S.D.	0.97	0.97	1.05	1.03
	N	169	186	873	1,228
Payroll services	Mean	3.58	3.62	3.71	3.68
	S.D.	1.12	1.08	1.08	1.09
	N	177	229	978	1384
Collective bargaining, contract interpretation and implementation	Mean	3.56	2.94	3.08	3.14
	S.D.	1.03	1.17	1.08	1.10
	N	130	103	517	750
Disability program administration (worker's comp, catastrophic leave, etc.)	Mean	3.50	3.51	3.40	3.43
	S.D.	0.89	0.90	1.06	1.01
	N	117	51	408	576
Recruitment and retention assistance	Mean	3.58	3.26	3.29	3.35
	S.D.	0.96	1.01	1.07	1.04
	N	165	98	436	699
Classification determination	Mean	3.36	3.12	2.98	3.07
	S.D.	1.11	1.02	1.13	1.13
	N	152	59	523	734
Leave accounting	Mean	3.52	3.32	3.42	3.43
	S.D.	0.79	0.89	0.99	0.94
	N	112	57	416	585
Advising and counseling (discipline, employee problems)	Mean	3.73	3.43	3.01	3.25
	S.D.	1.01	0.96	1.12	1.12
	N	143	54	338	535
Training and workshops	Mean	3.65	3.60	3.62	3.62
	S.D.	0.89	0.95	0.88	0.89
	N	155	148	827	1,130
Benefits administration	Mean	3.67	3.56	3.67	3.65
	S.D.	0.94	1.13	1.02	1.03
	N	178	182	853	1,213
Grievance and complaint handling	Mean	3.53	2.61	2.70	2.88
	S.D.	0.98	1.16	1.08	1.12
	N	105	57	304	466

Appendix D: Customer Satisfaction with Human Resources by Customer Type Spring 2001

Table 1. Mean Satisfaction Ratings by Customer Type

Satisfaction with ...	Data type	Administrator / Manager	Faculty	Staff *	All
Retirement advising	Mean	3.56	3.56	3.37	3.43
	S.D.	0.97	1.13	1.00	1.03
	N	84	105	385	574
Compensation/salary guidance	Mean	3.48	3.15	3.14	3.21
	S.D.	1.04	1.20	1.05	1.08
	N	132	98	409	639
EEO/diversity administration	Mean	3.6	3.3	3.12	3.27
	S.D.	0.88	1.15	0.9	0.96
	N	98	66	231	395
Discipline or pre-discipline consultation	Mean	3.83	3.14	2.99	3.26
	S.D.	0.96	0.97	0.97	1.04
	N	96	28	197	321
Career development advising	Mean	3.30	3.06	2.89	2.96
	S.D.	0.82	0.86	1.06	1.03
	N	44	33	263	340
Job opening and inquiries	Mean	3.59	3.29	3.51	3.50
	S.D.	0.85	0.97	1.05	1.02
	N	112	58	715	885
* Includes Librarians and Counselors					