

## 2017 Staff Climate Survey Results

### TAMUG Student Affairs Report

In January 2017, all (204) Texas A&M University-Galveston (TAMUG) staff members were invited to participate in a Staff Climate Survey by the TAMUG's Human Resources Department. Usable responses were gathered from 118 staff, resulting in an overall 58% response rate. Participants included staff from the TAMUG campus. Demographics of the 2017 survey respondents are reported on page 3 of this report. Similar surveys were administered in 2012 and 2015.

Starting on page 5 of this report, descriptive statistics are organized by Survey Responses (Overall, by Tenure, Sex, and Race), Turnover Intention Behaviors, Department Diversity Climate, University Diversity Climate, Mistreatment & Discrimination, and Incivility to better enable strategic decision-making.

Almost all items in the survey used a 5-point response scale from 1 being "Strongly Disagree" to 5 being "Strongly Agree." For the means created from this scale, higher means indicate higher agreeance. Scale level scores are the arithmetic mean across the items in the table. Note that negatively worded items relative to the rest of the scale [indicated as (R) next to the item text] were reverse-scored when aggregated together to form a construct score but are reported as they are written for frequency counts (i.e., "strongly disagree" to a negatively worded item is an indicator of something *positive*). "NA/I don't know" responses were coded as missing when creating scale-level scores. Respondents were not required to answer every item. Therefore, the amount of missing data varies across questions. Percentiles can add to more than 100% due to rounding.

Here is a sample table with key components highlighted.

Description	Mean Score (1=Strongly Disagree; 5=Strongly Agree)	Response Options					
Attribute	TAMU Mean	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	I don't know
<b>Please indicate your experiences for each of the following items:</b>							
I receive timely feedback about how I am doing and my progress.	3.82	3 (2%)	8 (6%)	17 (13%)	70 (53%)	27 (21%)	5 (5%)
I get the organizational information I need to feel part of our larger team.	2.52	6 (5%)	9 (7%)	27 (21%)	61 (47%)	23 (18%)	2 (2%)
I have the freedom to determine the best way to get my work done.	4.50	2 (2%)	9 (7%)	18 (14%)	74 (54%)	26 (20%)	0 (0%)
Specific Items		Number of people endorsing each option (% of total people responding to the item)					

Helpful Definitions:

**Autonomy** – degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling work and procedures to carry out work<sub>1</sub>.

**Proactive Personality** – behavior of people who take initiative to improve and/or influence their environments<sub>2</sub>.

**Job Involvement** – degree to which a person identifies psychologically with their work, or the importance of their total self-image<sub>3</sub>.

**Incivility** – low intensity deviant behaviors in violation of workplace norms of respect with ambiguous intent to harm another person (e.g. rude and discourteous behaviors with lack of regard for others)<sub>4</sub>.

**Neglect** – lax and disregarding behavior (e.g., lateness, absenteeism, and use company time for personal business)<sub>5</sub>.

References:

1. Hackman, J.R., & Oldham, G.R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.
2. Bateman, T.S., & Crant, J.M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organization Behavior*, 14, 103-118.
3. Lodahl, T. M., & Kejnar, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 49, 24-33.
4. Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, 24(3), 452-471.
5. Naus, F., Van Iterson, A., & Roe, R. (2007). Organizational cynicism: Extending the exit, voice, loyalty, and neglect model of employees' responses to adverse conditions in the workplace. *Human Relations*, 60, 683-718.

## SUMMARY OF BASIC DEMOGRAPHICS

### Response Rates

Department	TAMUG
16	118 (58%)

### Sex

Male	Female	Transgender	Prefer Not to Respond
7 (44%)	8 (50%)	1 (6%)	0 (0%)

### Age

≤ 40	> 40
8 (57%)	6 (43%)

### Race

\*Race is not broken down to protect identities

White	Non-white
11 (69%)	5 (31%)

### Education

Doctoral (e.g., Ph.D., MD)	Graduate Degree (e.g., MS/JD)	Some Graduate Work	College Degree	Some College Education	High School Diploma/GED
2 (13%)	8 (50%)	2 (13%)	2 (13%)	2 (13%)	0 (0%)

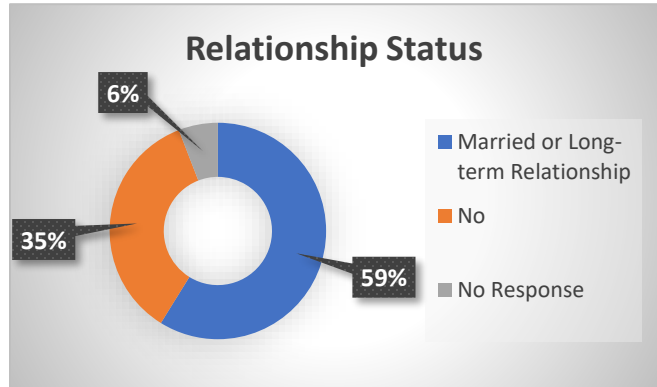
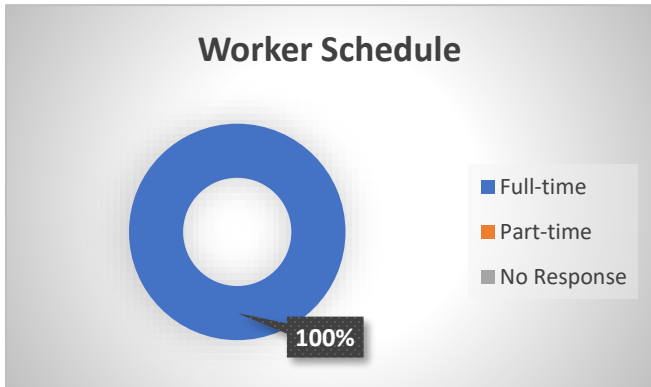
### Avg Tenure at University

Avg.
8.62 years

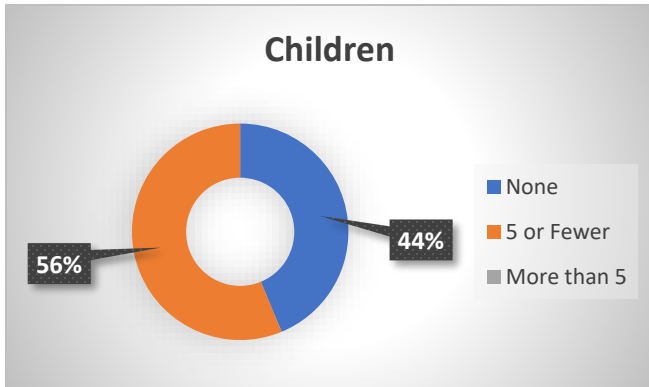
### Avg Tenure in Current Position

Avg.
5.95 years

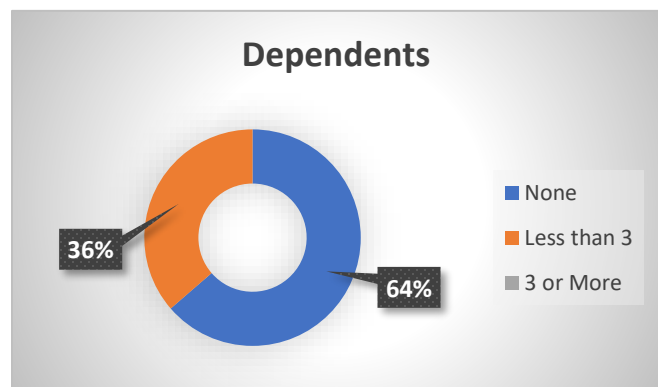
**SUMMARY OF BASIC DEMOGRAPHICS (CONT.)**



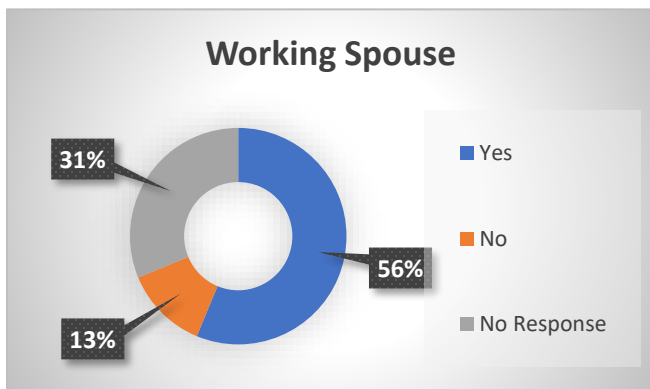
\*"Long-term Relationship" refers to relationship over one year



\*The average # of children was 2.13.



\*The average # of dependents was 1.64.



\*For respondents who responded being "Married or [in a] Long-term Relationship"

**SURVEY RESPONSES OVERALL**

Attribute	TAMUG Mean (SD)	Dept. Mean	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Overall Job Satisfaction	4.05 (0.53)	4.14 (0.62)	0 (0%)	0 (0%)	4 (25%)	6 (38%)	6 (38%)
Satisfaction with Voice Opportunities	3.63 (0.83)	4.16 (0.70)	0 (0%)	0 (0%)	4 (25%)	9 (56%)	3 (19%)
Satisfaction with Developmental & Promotional Opportunities	3.72 (0.82)	3.96 (0.87)	0 (0%)	1 (7%)	3 (19%)	6 (38%)	6 (38%)
Organizational Commitment	3.86 (0.82)	3.85 (0.80)	0 (0%)	1 (7%)	6 (38%)	5 (31%)	4 (25%)
Perceived Organizational Support	3.74 (0.88)	4.13 (0.90)	0 (0%)	1 (7%)	4 (25%)	4 (25%)	7 (44%)
Turnover Intentions	2.39 (1.10)	2.56 (1.20)	6 (38%)	2 (13%)	4 (25%)	4 (25%)	0 (0%)
Alternative Job Opportunities*	3.25 (0.95)	3.75 (0.86)	1 (7%)	0 (0%)	7 (44%)	6 (38%)	2 (13%)
Overall Diversity Climate	3.90 (0.62)	3.73 (0.74)	0 (0%)	1 (7%)	4 (27%)	7 (47%)	3 (20%)

Attribute	TAMUG Mean	Dept. Mean	Extremely Dissatisfied	Somewhat Dissatisfied	Moderately Dissatisfied	Neither	Moderately Satisfied	Somewhat Satisfied	Extremely Satisfied
Campus Diversity Satisfaction	5.28 (1.19)	4.70 (1.39)	0 (0%)	2 (13%)	1 (7%)	2 (13%)	4 (27%)	6 (40%)	0 (0%)

Scales were scored on a 5-point scale (1= “Strongly Disagree” to 5= “Strongly Agree”).

\*\* Campus Diversity Satisfaction was scored on a 7-point scale (1= “Extremely Dissatisfied” to 7= “Extremely Satisfied”).

**SURVEY RESPONSES BY GROUP: SEX**

<b>Attribute</b>	<b>Males</b>	<b>Females</b>
Overall Job Satisfaction	4.14 (0.72)	4.06 (0.56)
Satisfaction with Voice Opportunities	4.21 (0.57)	4.00 (0.80)
Satisfaction with Developmental & Promotional Opportunities	4.24 (0.85)	3.58 (0.77)
Organizational Commitment	4.26 (0.76)	3.46 (0.71)
Perceived Organizational Support	4.43 (0.79)	3.75 (0.93)
Turnover Intentions	2.29 (1.18)	3.00 (1.10)
Alternative Job Opportunities	3.64 (1.07)	3.88 (0.74)
Overall Diversity Climate	3.83 (0.70)	3.56 (0.79)
Campus Diversity Satisfaction**	4.69 (1.11)	4.81 (1.69)

**SURVEY RESPONSES BY GROUP: RACE**

<b>Attribute</b>	<b>White</b>	<b>Non-white</b>
Overall Job Satisfaction	4.19 (0.63)	4.05 (0.66)
Satisfaction with Voice Opportunities	4.36 (0.60)	3.70 (0.76)
Satisfaction with Developmental & Promotional Opportunities	4.15 (0.89)	3.53 (0.73)
Organizational Commitment	4.06 (0.61)	3.40 (1.03)
Perceived Organizational Support	4.55 (0.69)	3.20 (0.57)
Turnover Intentions	2.23 (1.10)	3.30 (1.15)
Alternative Job Opportunities	3.91 (0.58)	3.40 (1.29)
Overall Diversity Climate	3.95 (0.56)	3.30 (0.93)
Campus Diversity Satisfaction**	5.18 (0.84)	3.75 (1.86)

Scales were scored on a 5-point scale (1= “Strongly Disagree” to 5= “Strongly Agree”).

\*\* Campus Diversity Satisfaction was scored on a 7-point scale (1= “Extremely Dissatisfied” to 7= “Extremely Satisfied”).

## OTHER WORK OPPORTUNITIES SATISFACTION & ENGAGEMENT

Attribute	TAMUG Mean	Dept. Mean	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Please indicate your level of agreement with the following statements about working at Texas A&M...							
<b>Autonomy</b>	4.18 (0.84)	4.63 (0.56)	0 (0%)	0 (0%)	1 (6%)	6 (38%)	9 (56%)
<b>Proactive Personality</b>	4.21 (0.54)	4.27 (0.55)	0 (0%)	0 (0%)	2 (13%)	9 (56%)	5 (31%)
<b>Job Involvement</b>	4.15 (0.82)	4.35 (0.66)	0 (0%)	0 (0%)	1 (16%)	7 (44%)	8 (50%)
<b>Neglect</b>	1.65 (0.62)	1.96 (0.60)	5 (31%)	8 (50%)	3 (19%)	0 (0%)	0 (0%)

Attribute	TAMUG Mean	Dept. Mean	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
<b>Organizational Commitment</b>	3.86 (0.82)	3.85 (0.80)					
I would be happy to spend the rest of my career with Texas A&M-Galveston.*	3.98 (1.09)	3.56 (0.96)	0 (0%)	2 (13%)	6 (38%)	5 (31%)	3 (19%)
I enjoy discussing Texas A&M-Galveston with people outside it.	4.35 (0.87)	4.37 (0.89)	0 (0%)	1 (6%)	1 (6%)	5 (731%)	9 (256%)
I really feel as if Texas A&M-Galveston's problems are my own.	3.67 (1.09)	4.00 (1.10)	0 (0%)	1 (6%)	3 (19%)	6 (38%)	6 (38%)
I do not feel like "part of the family" at Texas A&M-Galveston (R).	3.64 (1.15)	3.81 (1.22)	5 (31%)	7 (44%)	1 (6%)	2 (13%)	1 (6%)
Texas A&M-Galveston has a great deal of personal meaning to me.	3.84 (1.07)	3.94 (1.18)	0 (0%)	3 (19%)	2 (13%)	4 (25%)	7 (44%)
I do not feel a strong sense of belonging to Texas A&M-Galveston (R).	3.67 (1.14)	3.44 (1.55)	6 (38%)	3 (19%)	1 (6%)	4 (25%)	2 (13%)

Scales were scored on a 5-point scale (1= "Strongly Disagree" to 5= "Strongly Agree").

**OTHER WORK OPPORTUNITIES SATISFACTION & ENGAGEMENT (CONT.)**

<b>Attribute</b>	<b>TAMUG Mean</b>	<b>Dept. Mean</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Work-Family Conflict</b>	2.62 (0.94)	2.75 (1.05)					
My work keeps me from my family activities more than I would like.	2.50 (1.10)	2.75 (1.18)	2 (13%)	6 (38%)	3 (19%)	4 (25%)	1 (6%)
I have to miss family activities due to the amount of time I must spend on work responsibilities	2.47 (1.11)	3.00 (1.32)	3 (19%)	3 (19%)	2 (13%)	7 (44%)	1 (6%)
I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.	2.70 (1.16)	2.56 (1.15)	3 (19%)	5 (31%)	5 (31%)	2 (13%)	1 (6%)
Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.	2.82 (1.22)	2.69 (1.25)	3 (19%)	5 (31%)	3 (19%)	4 (25%)	1 (6%)

Scales were scored on a 5-point scale (1= “Strongly Disagree” to 5= “Strongly Agree”).



## TURNOVER INTENTION BEHAVIORS

Attribute	TAMUG Mean	Dept. Mean	Yes	No
Have you searched for a job in the last 6 months?	1.61 (0.49)	1.62 (0.50)	6 (38%)	10 (63%)
I searched for or read about job opportunities on-line or in a newspaper, journal, or professional association.	1.03 (0.16)	1.00 (0.00)	6 (100%)	0 (0%)
I spoke with previous employers or business acquaintances about potential job leads.	1.65 (0.48)	1.33 (0.52)	4 (67%)	2 (33%)
I submitted a resume to a potential employer.	1.38 (0.49)	1.33 (0.52)	4 (67%)	2 (33%)
I filled out a job application.	1.33 (0.47)	1.17 (0.41)	5 (83%)	1 (17%)
I had a job interview with a prospective employer.	1.63 (0.49)	1.67 (0.52)	2 (13%)	4 (67%)

Attribute	TAMUG Mean	Dept. Mean	Not at all	Slightly	Somewhat	A lot	Extremely
<i>JOB SEARCH OBJECTIVES</i>							
Finding a new job.	2.18 (1.33)	2.56 (1.21)	4 (25%)	3 (19%)	6 (38%)	2 (13%)	1 (6%)
Looking for a new challenge in your career.	2.50 (1.37)	3.00 (1.32)	3 (19%)	2 (13%)	5 (31%)	4 (25%)	2 (13%)
Staying informed about all kinds of job opportunities.	2.77 (1.29)	3.44 (1.37)	2 (13%)	2 (13%)	3 (19%)	5 (31%)	4 (25%)
Developing new professional relationships/connections.	2.82 (1.32)	3.06 (1.18)	2 (13%)	3 (19%)	4 (25%)	6 (38%)	1 (6%)
Negotiating better compensation with your current or a potential employer.	2.63 (1.48)	3.06 (1.57)	4 (25%)	2 (13%)	3 (19%)	3 (19%)	4 (25%)
Negotiating more responsibilities with your current or a potential employer.	2.43 (1.32)	3.00 (1.27)	3 (19%)	2 (13%)	4 (25%)	6 (38%)	1 (6%)

Yes/No items were scored on a 2-point scale (1= “Yes” and 2= “No”).

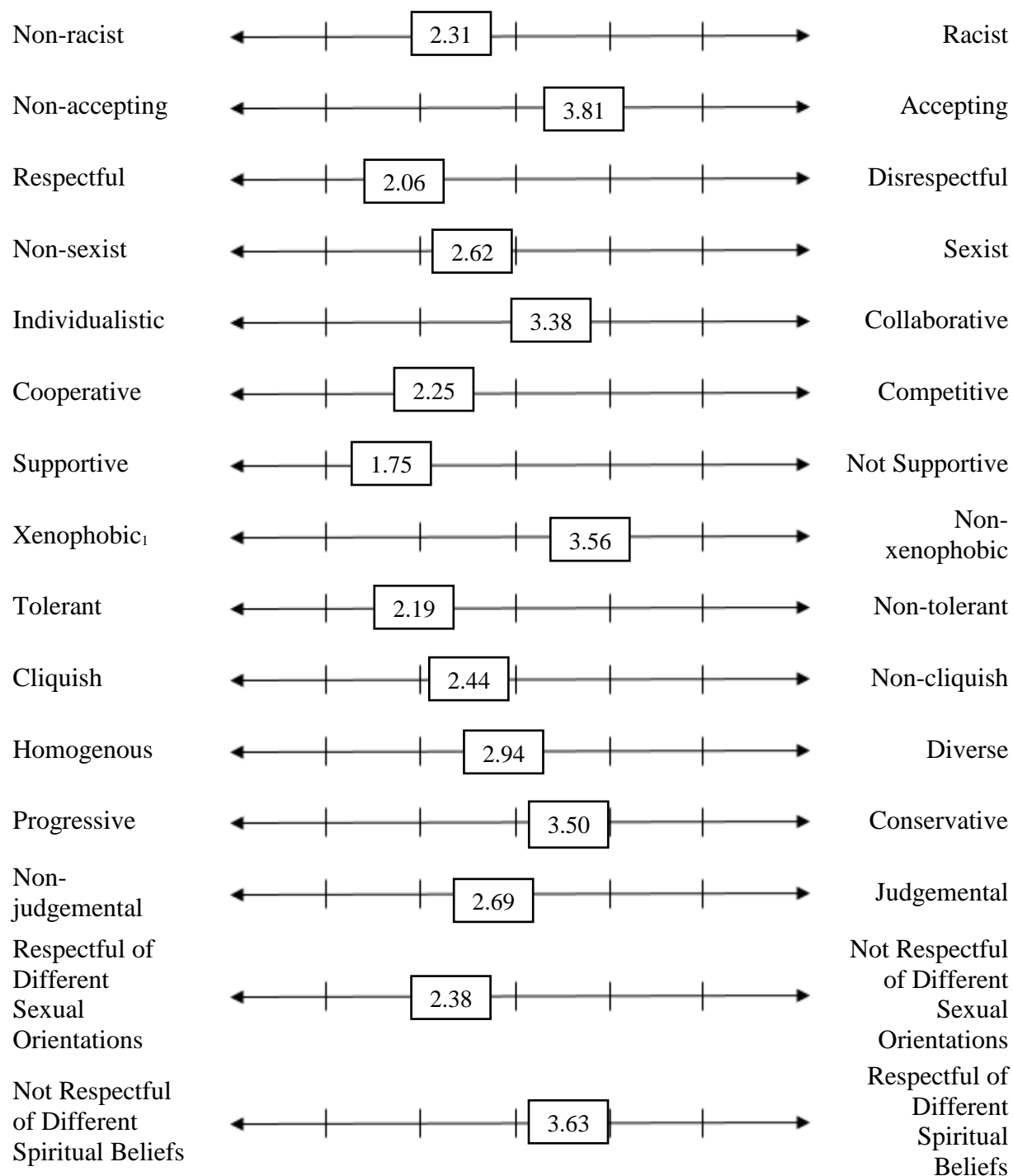
Job Search Behaviors were scored on a 5-point scale (1 = “Not at all” to 5= “Extremely”).

**DEPARTMENT DIVERSITY CLIMATE**

Attribute	TAMUG Mean	Dept. Mean	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
<b>Overall Departmental Diversity Climate</b>	3.78 (0.99)	4.27 (1.03)	1 (7%)	0 (0%)	0 (0%)	7 (47%)	7 (47%)
<b>“Indicate your level of agreement with the following about your department/unit, and your relation...”</b>							
Overall, I perceive my department/unit climate to be supportive	3.53 (1.47)	3.87 (1.55)	3 (19%)	0 (0%)	0 (0%)	5 (31%)	7 (47%)
<b>Generally, in my department/unit:</b>							
Open communication on diversity is encouraged.	3.83 (1.14)	4.53 (1.06)	1 (7%)	0 (0%)	0 (0%)	3 (20%)	11 (73%)
Diversity principles are publicized.	3.62 (1.09)	4.40 (1.06)	1 (7%)	0 (0%)	0 (0%)	5 (33%)	9 (60%)
A diversity-friendly work environment is maintained.	3.82 (1.15)	4.40 (1.06)	1 (7%)	0 (0%)	0 (0%)	5 (33%)	9 (60%)
Top leaders are visibly committed to diversity.	3.86 (1.15)	4.40 (1.06)	1 (7%)	0 (0%)	0 (0%)	5 (33%)	9 (60%)
Diverse perspectives are valued.	3.85 (1.07)	4.47 (1.06)	1 (7%)	0 (0%)	0 (0%)	4 (27%)	10 (67%)
Training to manage diverse populations is offered.	3.65 (1.07)	3.93 (1.22)	1 (7%)	1 (7%)	2 (13%)	5 (33%)	6 (40%)
Recruitment comes from diverse sources.	3.58 (1.05)	3.87 (1.06)	1 (7%)	3 (20%)	0 (0%)	7 (47%)	4 (27%)
Equal access to diversity training is offered.	3.82 (1.08)	4.07 (1.22)	1 (7%)	1 (7%)	1 (7%)	5 (33%)	7 (47%)

Scales were scored on a 5-point scale (1= “Strongly Disagree” to 5= “Strongly Agree”).

### UNIVERSITY DIVERSITY CLIMATE ACCORDING TO DEPARTMENT



<sup>1</sup> Xenophobia refers to an intense dislike or fear of people from other countries

**MISTREATMENT & DISCRIMINATION**

Attribute	TAMUG Mean	Dept. Mean	Never	Rarely	Occasionally	Often	Very Often
<b>Please indicate your experiences in the <i>past 12 months</i> for each of the following items:</b>							
<b>Sexual Harassment</b>	1.16 (0.34)	1.27 (0.43)					
Displayed, used, or distributed sexist or suggestive materials?	1.19 (0.62)	1.50 (0.89)	11 (69%)	3 (19%)	1 (6%)	1 (6%)	0 (0%)
Made offensive sexist remarks?	1.39 (0.77)	1.69 (1.01)	10 (63%)	2 (13%)	3 (19%)	1 (6%)	0 (0%)
Put you down or was condescending to you because of your sex	1.33 (0.77)	1.38 (0.81)	12 (75%)	3 (19%)	0 (0%)	1 (6%)	0 (0%)
Made offensive remarks about your appearance, body, or sexual activities?	1.19 (0.62)	1.44 (0.89)	12 (75%)	2 (13%)	1 (6%)	1 (6%)	0 (0%)
Made gestures or used body language of a sexual nature which embarrassed or offended you?	1.14 (0.52)	1.19 (0.40)	13 (81%)	3 (19%)	0 (0%)	0 (0%)	0 (0%)
Made unwanted attempts to establish a romantic sexual relationship with you despite your efforts to discourage it?	1.09 (0.48)	1.06 (0.25)	15 (94%)	1 (6%)	0 (0%)	0 (0%)	0 (0%)
Touched you in a way that made you feel uncomfortable?	1.06 (0.24)	1.06 (0.25)	15 (94%)	1 (6%)	0 (0%)	0 (0%)	0 (0%)
Made you feel threatened with some sort of retaliation for not being sexually cooperative?	1.02 (0.14)	1.06 (0.25)	15 (94%)	1 (6%)	0 (0%)	0 (0%)	0 (0%)
Implied faster promotions or better treatment if you were sexually cooperative?	1.02 (0.14)	1.06 (0.25)	15 (94%)	1 (6%)	0 (0%)	0 (0%)	0 (0%)

Scale was scored on a 5-point scale (1 = “Never” to 5= “Very Often”).

**MISTREATMENT & DISCRIMINATION (CONT.)**

Attribute	Yes	No	No, but I would have if I felt more supported to do so	Does not apply to me
<b>Reporting Sexual Harassment</b>				
<i>If you have experienced</i> one or more of the situations in the above question within the past 12 months, did you report it?	0 (0%)	2 (13%)	2 (13%)	12 (75%)
<i>Do you know a university employee</i> who has experienced one or more of the situations or behaviors in the above question within the past 12 months?	2 (13%)	14 (88%)	0 (0%)	0 (0%)

Attribute	TAMUG Mean	Dept. Mean	Never	Rarely	Occasionally	Often	Very Often
<b>Please indicate your experiences in the past 12 months for each of the following items:</b>							
<b>“Treated you ‘differently’ because of your...”</b>							
Sex	1.58 (0.93)	1.75 (1.07)	8 (50%)	6 (38%)	1 (6%)	0 (0%)	1 (6%)
Race	1.24 (0.62)	1.56 (1.15)	12 (75%)	1 (6%)	2 (13%)	0 (0%)	1 (6%)
Sexual orientation	1.12 (0.44)	1.38 (0.81)	12 (75%)	3 (19%)	0 (0%)	1 (6%)	0 (0%)
Physical appearance (e.g., weight, disability)	1.47 (0.94)	1.88 (1.15)	8 (50%)	4 (25%)	3 (19%)	0 (0%)	1 (6%)

Scale was scored on a 5-point scale (1 = “Never” to 5= “Very Often”).

**MISTREATMENT & DISCRIMINATION (CONT.)**

Attribute	Hiring	Promotion	Salary	Committee Assignments	Access to Information	Networking Opportunities
<b>Frequency of participants who experienced job-related discrimination within the last year at TAMUG affecting their careers at the university.</b>						
Nationality	2 (13%)	0 (0%)	1 (6%)	0 (0%)	0 (0%)	1 (6%)
Race/Ethnicity	0 (0%)	1 (6%)	1 (6%)	1 (6%)	0 (0%)	2 (13%)
Sex	0 (0%)	1 (6%)	1 (6%)	0 (0%)	0 (0%)	1 (6%)
Disability	1 (6%)	0 (0%)	1 (6%)	0 (0%)	0 (0%)	0 (0%)
Spiritual/Religious Beliefs	0 (0%)	0 (0%)	0 (0%)	1 (6%)	0 (0%)	1 (6%)
Age	0 (0%)	0 (0%)	1 (6%)	1 (6%)	1 (6%)	1 (6%)
Sexual Orientation	0 (0%)	0 (0%)	0 (0%)	1 (6%)	0 (0%)	1 (6%)
Gender Identity	0 (0%)	0 (0%)	1 (6%)	1 (6%)	0 (0%)	1 (6%)
Gender Expression	0 (0%)	1 (6%)	0 (0%)	1 (6%)	0 (0%)	1 (6%)
Political View	0 (0%)	0 (0%)	1 (6%)	0 (0%)	1 (6%)	2 (13%)
Socio-economic Status	0 (0%)	1 (6%)	0 (0%)	1 (6%)	1 (6%)	1 (6%)
Weight	0 (0%)	0 (0%)	1 (6%)	0 (0%)	1 (6%)	1 (6%)
Other	0 (0%)	1 (6%)	0 (0%)	0 (0%)	1 (6%)	1 (6%)

**INCIVILITY**

<b>Attribute</b>	<b>TAMUG Mean</b>	<b>Dept. Mean</b>	<b>Never</b>	<b>Rarely</b>	<b>Occasionally</b>	<b>Often</b>	<b>Very Often</b>
<b>Incivility</b>	1.56 (0.77)	1.38 (0.44)					
<b>During the <i>past year</i>, have you been in a situation in your department/unit where someone:</b>							
Put you down or was condescending to you?	1.58 (0.97)	1.27 (0.59)	12 (80%)	2 (13%)	1 (7%)	0 (0%)	0 (0%)
Paid little attention to your statement or showed little interest in your opinion?	1.72 (1.06)	1.60 (0.74)	8 (53%)	5 (33%)	2 (13%)	0 (0%)	0 (0%)
Made demeaning or derogatory remarks about you?	1.36 (0.85)	1.27 (0.59)	12 (80%)	2 (13%)	1 (7%)	0 (0%)	0 (0%)
Addressed you in unprofessional terms, either publicly or privately?	1.44 (0.89)	1.27 (0.59)	12 (80%)	2 (13%)	1 (7%)	0 (0%)	0 (0%)
Ignored or excluded you from professional camaraderie?	1.65 (1.13)	1.53 (0.74)	9 (60%)	4 (27%)	2 (13%)	0 (0%)	0 (0%)
Doubted your judgment on a matter over which you have responsibility?	1.77 (1.06)	1.36 (0.50)	9 (64%)	5 (36%)	0 (0%)	0 (0%)	0 (0%)
Made jokes at your expense?	1.31 (0.70)	1.47 (0.74)	10 (67%)	3 (20%)	2 (13%)	0 (0%)	0 (0%)
Accused you of stupidity or incompetence?	1.27 (0.79)	1.27 (0.59)	12 (80%)	2 (13%)	1 (7%)	0 (0%)	0 (0%)
Interrupted or spoke over you?	1.79 (1.11)	1.47 (0.52)	8 (53%)	7 (47%)	0 (0%)	0 (0%)	0 (0%)
Used an inappropriate tone when speaking to you?	1.51 (0.93)	1.20 (0.41)	12 (80%)	3 (20%)	0 (0%)	0 (0%)	0 (0%)
Did not consult you in reference to a decision you should have been involved in?	1.98 (1.08)	1.60 (0.63)	7 (47%)	7 (47%)	1 (7%)	0 (0%)	0 (0%)
Failed to inform you of a meeting you should have been informed about?	1.70 (1.02)	1.47 (0.64)	9 (60%)	5 (33%)	1 (7%)	0 (0%)	0 (0%)
Publicly discussed your confidential personal information?	1.24 (0.74)	1.13 (0.35)	13 (87%)	2 (13%)	0 (0%)	0 (0%)	0 (0%)

Scale was scored on a 5-point scale (1 = “Never” to 5= “Very Often”).