



2021 AUI Total Rewards Survey Results

Human Resources



Survey Overview

- Human Resources engaged Mercer to conduct a total rewards survey to establish a baseline measure of employee preferences regarding the benefits and other reward offerings through AUI, as well as assess employee opinions around benefits AUI may be considering.
- The results of this survey provide:
 - a baseline for AUI's current employee population,
 - provides insight into current value placed on various benefits,
 - helps drive input for future offerings at AUI.

Survey Dimensions

- The survey included multiple elements:
 - Factors of attraction & retention
 - Overall views on benefits & other rewards
 - Reward preferences
 - Overall satisfaction on total reward offerings
 - Communication
 - Employee Satisfaction
 - organization & career
 - financial & savings
 - health plan
 - work life balance
 - retirement
 - Employee engagement

Executive Summary

Survey Responses by Demographics

- 366 employees participated, representing a ~63% participation rate from benefits eligible staff

Location	Response count
AUI Corporate	11 / 23 (48%)
Chile	9 / 13 (69%)
Charlottesville, VA	111 / 176 (63%)
Green Bank, WV	75 / 109 (69%)
Socorro, NM	94 / 162 (58%)
Very Large Array, NM	23 / 78 (29%)
VLBA Site	5 / 19 (26%)
Remote	13 / 20 (65%)
Prefer not to say	25

Classification	Response Count
Full – time	332 / 570 (58%)
Part – time	8 / 30 (27%)
Prefer not to say	24

Tenure	Response count
Less than 1 year	22 / 52 (42%)
1 to 4 years	85 / 154 (55%)
4 to 6 years	45 / 78 (58%)
6 to 10 years	28 / 56 (50%)
10 to 20 years	68 / 120 (57%)
More than 20 years	83 / 140 (59%)
Prefer not to say	35

Age	Response count
29 or younger	30 / 67 (45%)
30-39 years of age	53 / 104 (51%)
40-49 years of age	71 / 124 (57%)
50-64 years of age	148 / 255 (58%)
65-75 years of age	21 / 42 (50%)
75 or older	3 / 8 (38%)
Prefer not to say	40

Job Duty	Response count
Non-Exempt Staff (hourly)	97 / 214 (45%)
Exempt Staff (salaried, non-management)	158 / 278 (56%)
Management (Division Head or above)	35 / 61 (57%)
Manager/Supervisor (below Division Head)	34 / 47 (72%)
Prefer not to say	42

Executive Summary – Key Takeaways

Factors of Attraction & Retention over time	<ul style="list-style-type: none">• The “type of work I do on a daily basis” and “mission of the organization” are ranked as the most attractive elements when initially considering an employment offer• While the type of work still ranks high, work-life balance, flexible work arrangements and retirement programs move up significantly in terms of what employees find attractive today
Analysis reveals employee preferences for Retirement Plans and Work Flexibility	<ul style="list-style-type: none">• The primary ranking analysis reveals that the average AUI employee places the highest value on the retirement 401(a) plan and medical benefits• Paid time off is also highly valued over other features of the core benefits package• The secondary analysis reveals that the average AUI employee places the highest value on flexible work arrangements• Other highly valued features include professional development programs and wellness programs compared to other non-core elements
Overall, employees are highly satisfied with the benefits package at AUI	<ul style="list-style-type: none">• Overall, satisfaction levels with the AUI benefits package are high (e.g., 84% of respondents are satisfied or very satisfied)• Employees are most satisfied with total rewards elements including PTO (holidays, sick time, vacation, doctor/dentist leave), Retirement Plans [401(a) with organizational contribution and 403(b)], Health Savings Account (HSA) with organization contribution, wellness programs, flexible work arrangements, work-life balance, the work itself and job security• Results suggest that employees report less satisfaction with various elements including career and promotion opportunities and medical benefits

Executive Summary – Key Takeaways Cont.

Overall satisfaction with Retirement Services providers and Medical insurance provider	<ul style="list-style-type: none">• Many employees are satisfied with the retirement options available to them. There is a slightly higher satisfaction with TIAA over Fidelity. 66% indicate they would like to keep the retirement plan setup the same with two separate vendors• 65% are satisfied with Anthem as a healthcare insurance provider with lowest satisfaction scores for plan design (i.e., deductibles) and member services (i.e., response time, resolution, billing inquiries and claims assistance)
Overall, employees are satisfied with communications about total rewards	<ul style="list-style-type: none">• The majority of respondents are satisfied with communications about total rewards (75% satisfied) and have a good understanding of the benefits available to them (76% satisfied). Fewer are satisfied with the amount of information they have about their benefits and the ease in which they can find information about their benefits• Respondents indicate that the top two communication channels they currently rely on for total rewards information are: Intranet site and Site HR representatives
Employee engagement levels are high, key drivers of engagement point to...	<ul style="list-style-type: none">• Overall Engagement is 79% favorable, which is on par with our Global Norm. Respondents report high levels of pride and motivation to help the organization succeed• Key drivers of employee engagement at AUI NRAO include satisfaction with: organization's reputation, organization's culture and values, the work itself, flexible work arrangements, job security, and annual preventive care [provided by Anthem]

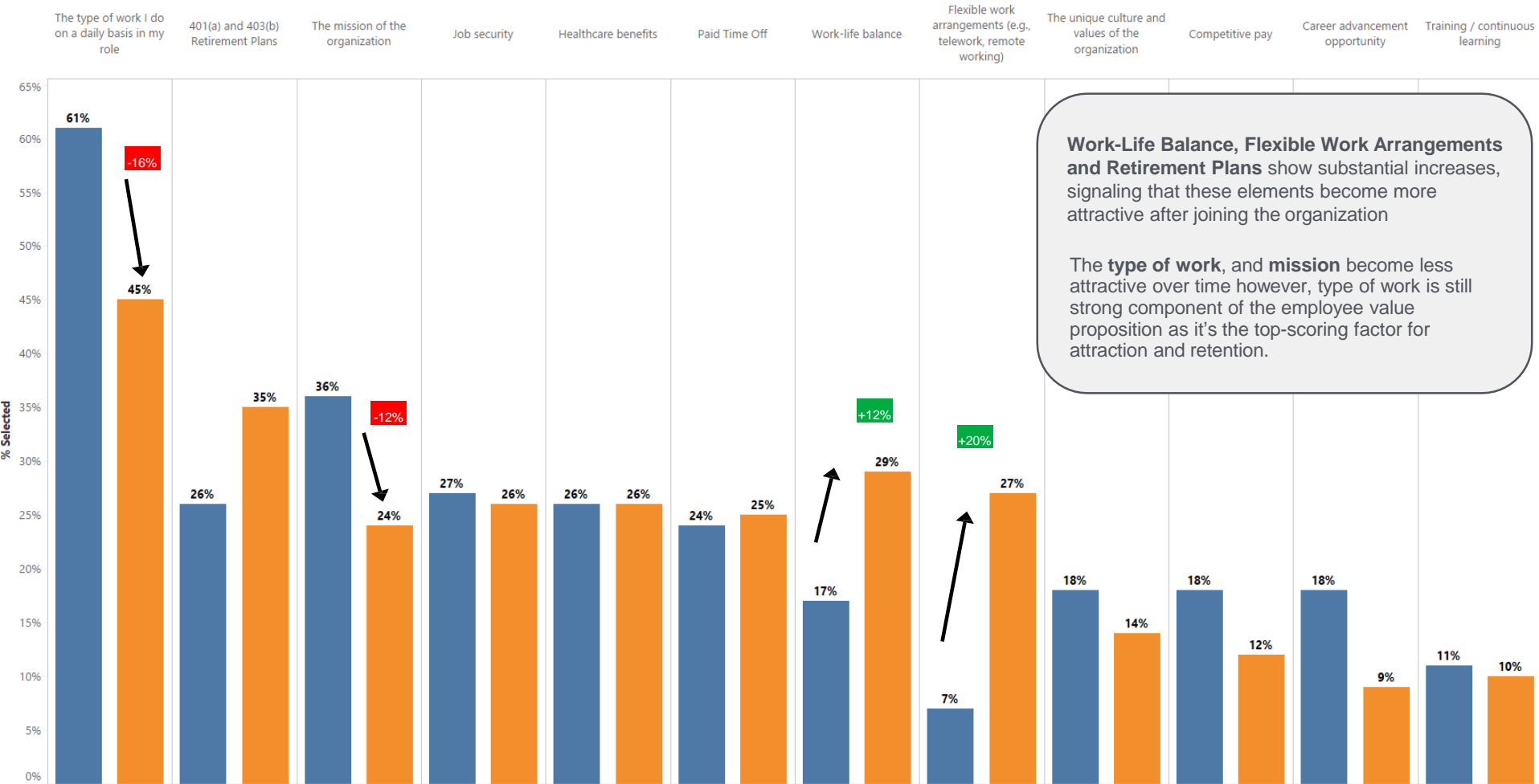
Factors of Attraction & Retention

Top Factors of Attraction & Retention

- When asked what **initially** attracted employees to the organization, top responses included:
 - ‘The type I work I do on a daily basis in my role’ – 61%
 - ‘The mission of the organization’ – 36%
 - ‘Job Security’ – 27%
 - ‘Retirement Benefits & Health Care’ – tied at 26%
- When asked what **keeps** employees working at the organization:
 - ‘The type I work I do on a daily basis in my role’ – 45%
 - Retirement Plans – 35%
 - Work Life Balance – 29%
 - Flexible Work Arrangements – 27%

Top Factors of Attraction & Retention Cont.

Legend
■ Most Attractive Initially
■ Most Attractive Today

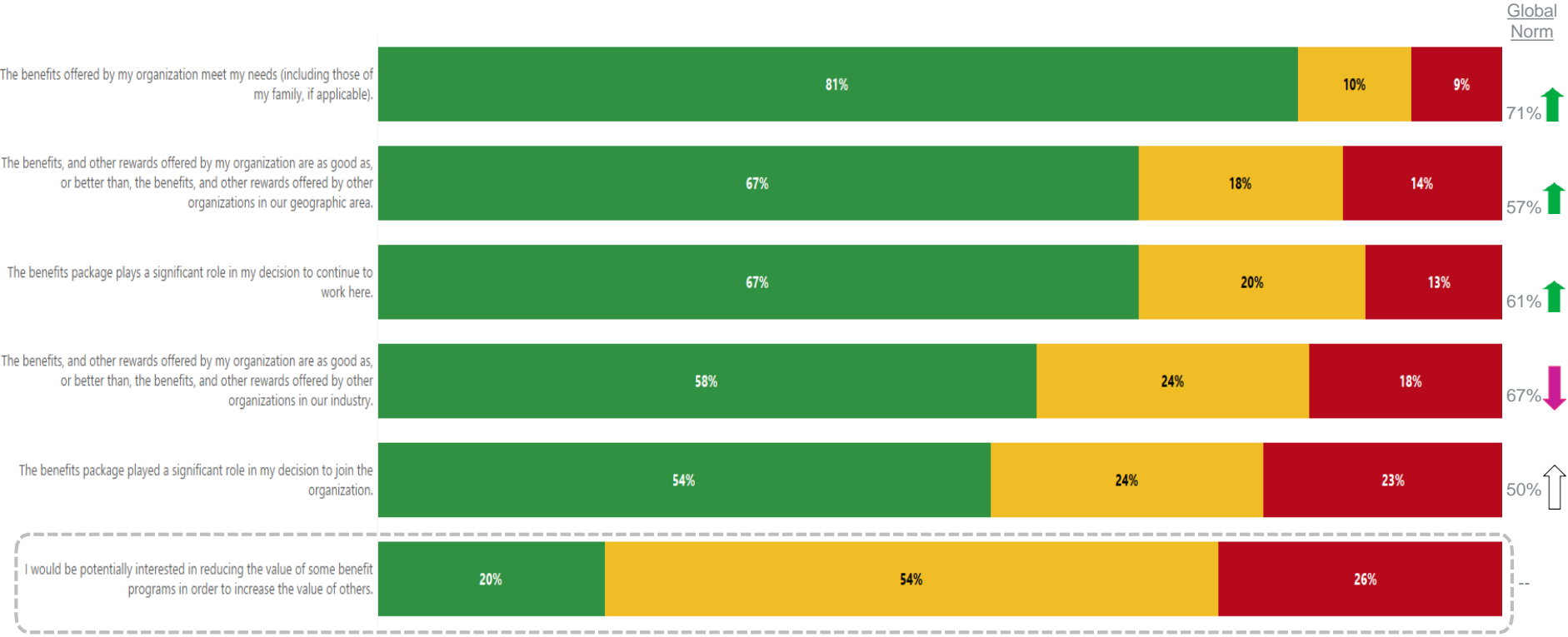


Work-Life Balance, Flexible Work Arrangements and Retirement Plans show substantial increases, signaling that these elements become more attractive after joining the organization

The **type of work**, and **mission** become less attractive over time however, type of work is still strong component of the employee value proposition as it's the top-scoring factor for attraction and retention.

Overall views on Benefits & Other Rewards

Overall views on benefits & other rewards



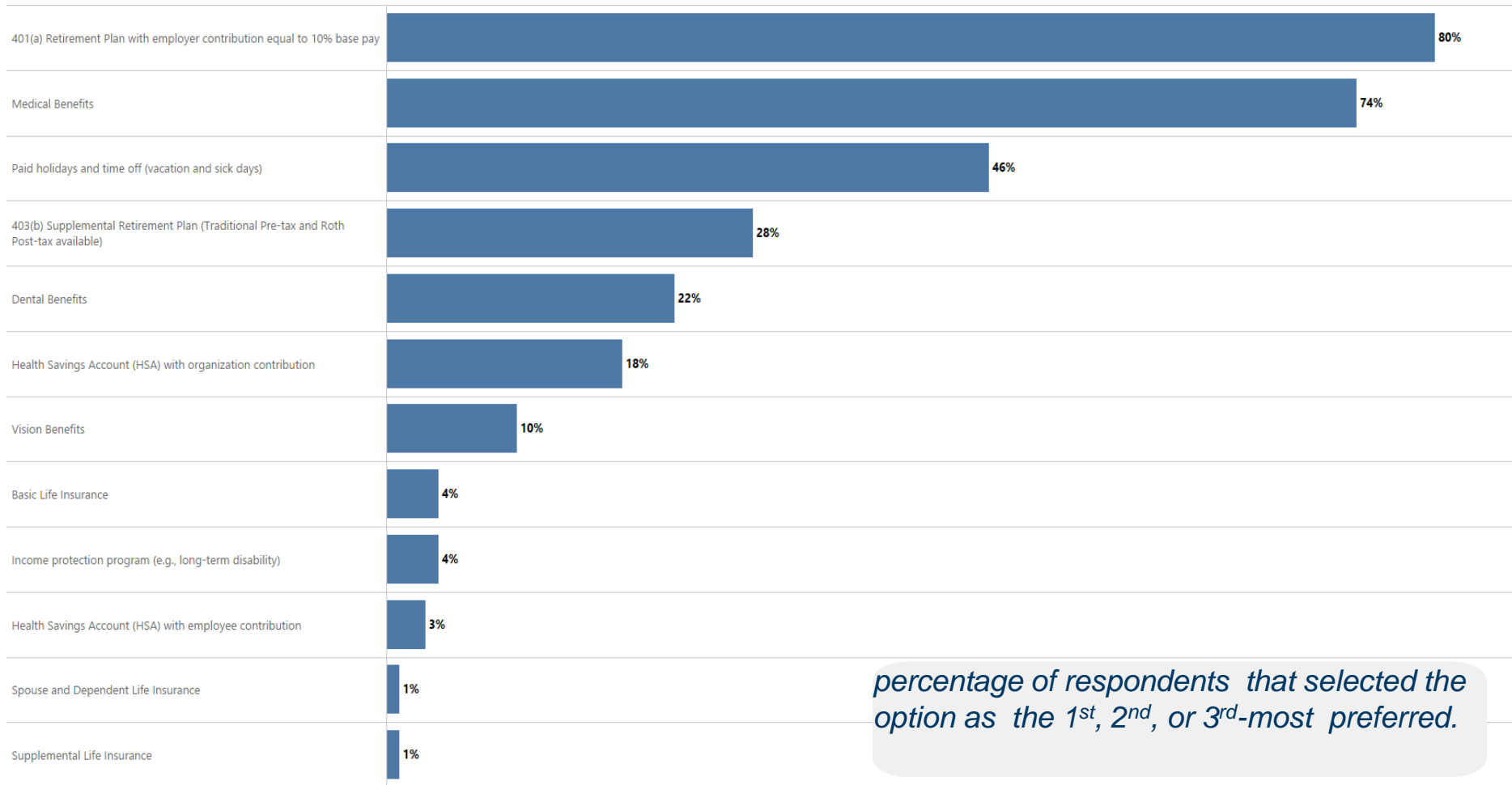
The current benefits meet employee's needs (+10% against the Global Norm). The benefits are competitive against other organizations in the same geographic area (+10% versus the Global Norm), though they are less competitive against other organizations in the same industry (-9% versus the Global Norm).

NRAO Overall 5% or more above/below the Norm
 NRAO Overall 1% - 4% above/below the Norm

Reward Preferences

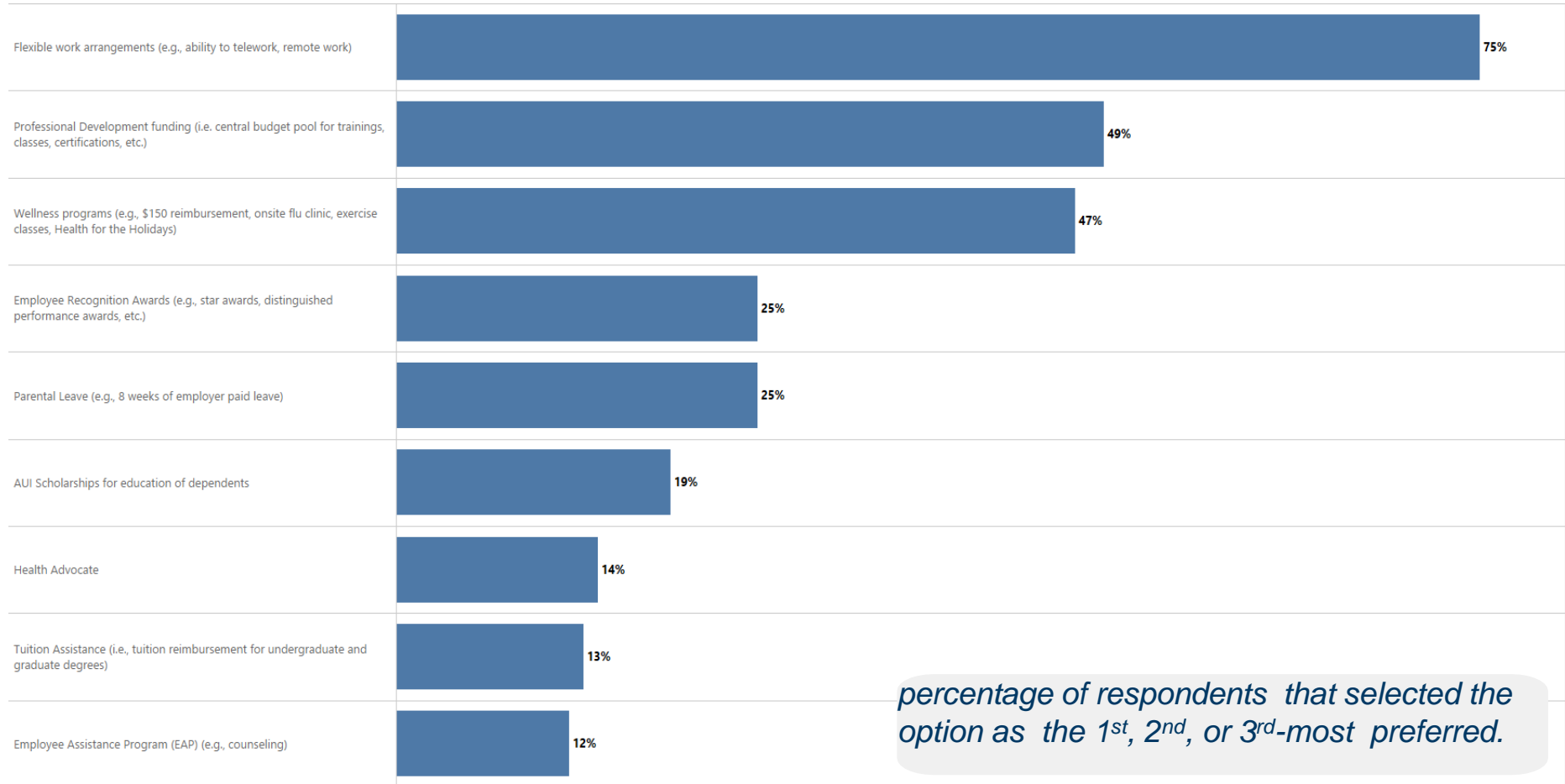
Preference/Ranking of Core Benefits

When it comes to your current total rewards package overall, what are your priorities?



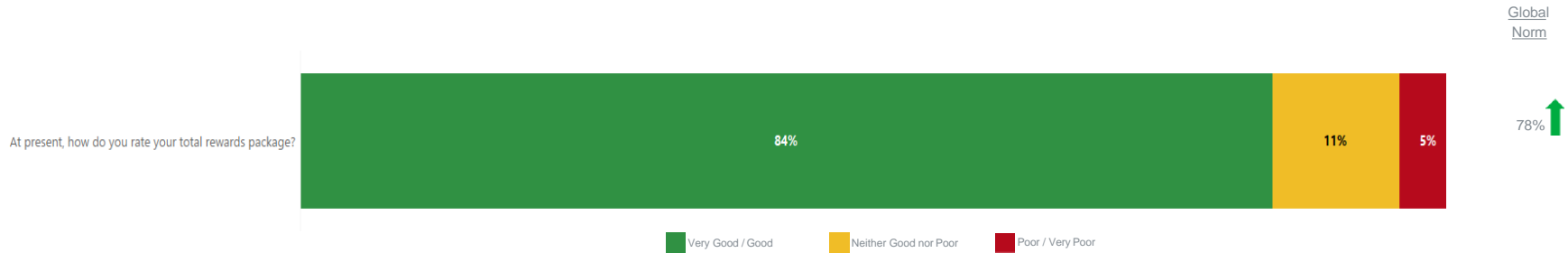
Preference/Ranking – Other Benefits

When it comes to your current total rewards package overall, what are your priorities?



Total Rewards Satisfaction

Satisfaction with Total Rewards – Overall



Employees have a highly favorable view of their current Total Rewards package. Results are above the global norm (+6%). There is very little variability by any demographic segment. However, those who indicate “Prefer not to say” on many of the self-selected demographics rate their overall level of satisfaction lower (approximately -8% to -24%) than the overall.

↑ 78%
 ↓ 78%
 ↑ 78%
 ↓ 78%

NRAO Overall 5% or more above/below the Norm
 NRAO Overall 1% - 4% above/below the Norm

Satisfaction – Organization & Career

- **86%** of participants were satisfied/very satisfied with the work itself (*5% higher than global norm*)
- **79%** were satisfied/very satisfied with job security (*7% higher than global norm*)
- **76%** were satisfied/very satisfied with organization's reputation
- **75%** were satisfied/very satisfied with equipment/technology
- **63%** were satisfied/very satisfied with culture/values

The highest dissatisfaction fell within career and promotion opportunities where **50%** were satisfied/very satisfied, **28%** neither satisfied nor dissatisfied, & **22%** dissatisfied/very dissatisfied.

Satisfaction – Financial & Savings

- **94%** satisfied/very satisfied with the 401a employer 10% retirement contribution
- **83%** satisfied/very satisfied with the 403b employee contribution plans
- **66%** satisfied/very satisfied with compensation/base pay (*17% higher than global norm*)
- **66%** satisfied/very satisfied with the basic life policy provided by employer
- **63%** satisfied/very satisfied with long-term disability insurance
- Supplemental Life Insurance (spouse and dependent) and Long Term Disability lag behind in satisfaction levels, though most responses (46%) were neither satisfied nor dissatisfied.

Satisfaction – Healthcare

- 82% satisfied/very satisfied with HSA *employer* contribution
- 76% satisfied/very satisfied with HSA *employee* contribution
- 76% satisfied/very satisfied with Wellness programs
- 72% satisfied/very satisfied with Dental
- 67% satisfied/very satisfied with Medical (5% below global norm)
- 63% satisfied/very satisfied with Prescription drugs (7% below global norm)

Highest dissatisfaction fell on medical plan – 67% satisfied/very satisfied, 16% neither satisfied/nor dissatisfied, 17% dissatisfied.

Satisfaction with telehealth, health advocate, and EAP were among the lowest satisfaction levels, though nearly half of respondents rated neither satisfied/nor dissatisfied in these areas.

Satisfaction – Work Life Balance

AUI has a solid reputation for work-life balance and is very valued by employees!

- 97% satisfied/very satisfied with paid holidays
- 95% satisfied/very satisfied with paid sick leave
- 94% satisfied/very satisfied with paid vacation leave
- 92% satisfied/very satisfied with doctor/dentist visit leave
- 83% satisfied/very satisfied with flexible work arrangements
- 74% satisfied/very satisfied with ability to take time off, as needed
- 73% satisfied with work-life balance

Overall, AUI scores an average of +13% when comparing items from Mercer's global norms.

Anthem

Anthem Satisfaction

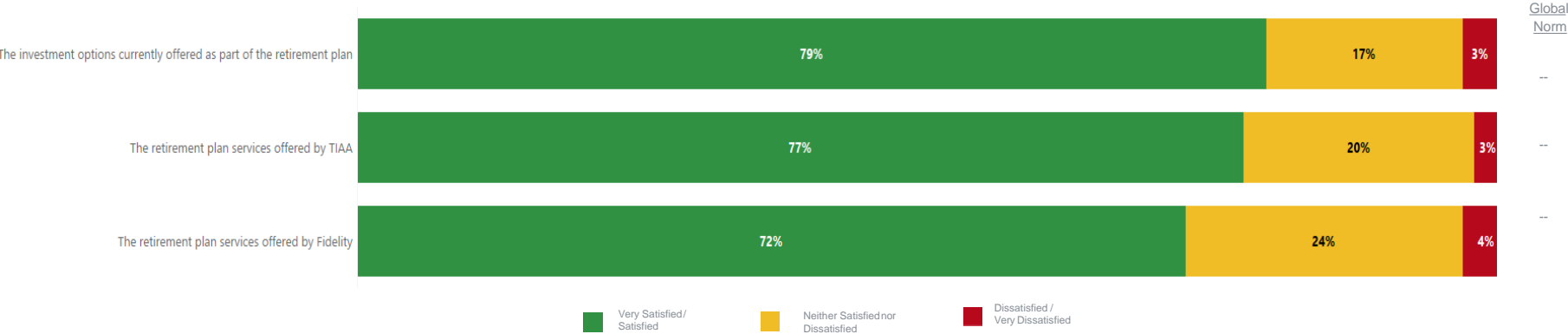
Overall, **65%** of employees were satisfied with Anthem

- **68%** were satisfied/very satisfied with annual preventive care
- **60%** satisfied/very satisfied with healthcare providers
- **60%** satisfied/very satisfied with prescription services
- **58%** satisfied/very satisfied with member services (customer service)
- **42%** satisfied/very satisfied with plan design (deductibles)
 - **33%** neither satisfied/nor dissatisfied, **25%** dissatisfied/very dissatisfied.
 - 1/4 of open ended comments expressed deductibles were too high

Retirement

Retirement Satisfaction

To what extent are you satisfied with:

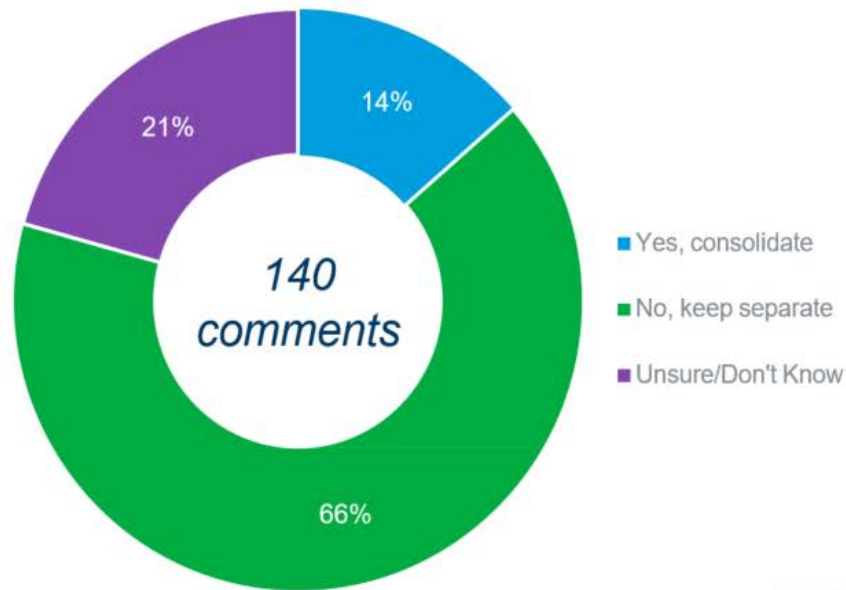


Many employees are satisfied with the retirement options available to them. There is a slightly higher satisfaction with TIAA over Fidelity (+5% favorability). There are fairly sizable groups of employees who are ambivalent (neither satisfied or dissatisfied). There may be an area of opportunity for education to bring these employees up (or down).

Retirement – preference for simplified plan

Currently, the organization offers retirement plan options through both TIAA and Fidelity. **Would you prefer to have a retirement plan that includes similar options as TIAA and Fidelity today, but through a single retirement vendor?**

The majority of those responding would prefer to keep the retirement plan setup the same, either because they like their current offering better (with no known advantage to the other), or they like the idea of choice.



Note: Written comments were manually coded into their respective buckets. Any comment without a distinct preference would have been coded to "Unsure/Don't Know"

Communications

Total Rewards Communications

- **75%** of employees have a good understanding of what the available benefits and other rewards are
- **74%** feel the organization has done a good job communicating the total rewards package

Top communication channels for employees include Company Intranet Site (74%), Site HR Representatives (65%), Email (33%), and Benefits Representative (22%).

Email is highly preferred in many organizations, but not as popular with AUI, only showing 1/3 preference.

Employee Engagement

Overall Employee Engagement

Regression analysis revealed six items that are driving employee engagement. Employees who feel positively about the items shown below are more apt to be engaged, while those who respond negatively are more apt not to be engaged.



Survey Comments & Responses – *opportunity areas for action*

Healthcare – Medical Plan

Comments:

- Almost a quarter of responses received related to the medical plan cited costs as being too high (annual deductible). Some feel they are never able to reach their deductible and only pay out of pocket costs.
- Claims administration and member services need improvement. Some noted personal responsibility to ensure accuracy of insurance processing, often turning to HR members to resolve claims.

Responses:

- Deductible design based on IRS regulations. Minimum deductible for single is \$1,400 and family is \$2,800. AUI is on low end, maintaining eligibility at \$1,500 and \$3,000. AUI provides strong HSA employer contributions to help with deductible costs. Create more transparency on plan design decisions & IRS limits, etc.
- AUI pays for enhanced member services through Anthem. HR to connect with Anthem on feedback regarding claims administration as part of performance guarantees. Presents opportunity to promote Health Advocate as well as training on behalf of Anthem.

Retirement Plans - Education

Comments:

- Develop better communication channels from TIAA/Fidelity on investment options and how to best manage personal accounts.
- Presentations from TIAA/Fidelity on specific topics such as early career, early retirement, Social security, etc. Some feel they do not have enough information on how to maximize investments for retirement.

Responses:

- HR/Benefits will work with retirement vendors to discuss more hands on learning approaches and resources for employees to gain education on allocations and investments available.
- HR/Benefits has hosted on site seminars in the past from TIAA/Fidelity on topics such as Medicare, Managing Income & Debt, Powers of the HSA, etc. Action item for benefits on re-establishing connections between vendors & staff.

Career & Development Opportunities

Comments:

- Establish career development tools and resources to gain knowledge on how to be promoted or move job families within the Observatories. Some note career advancement information is unavailable.

Responses:

- HR/Compensation is currently developing a platform for employees to be able to view career paths and job families on the Intranet site. This will enable employees to have access to job requirements and expectations for next level progression in their field.

Other areas for consideration

Comments:

- Review Parental Leave policy for spouses who both work at AUI/Centers. Employees eligible for 8 weeks of paid leave, but if spouse also works at AUI/Center they share a maximum of 10 weeks combined leave.
- Continued options for telework/remote work and flexible work schedules. Some note importance of continued inclusion and resources to continue working from home successfully.

Responses:

- Amend policy to reflect 8 weeks of paid leave per employee, regardless of marital status within AUI/Centers. This will allow AUI to support equal benefit offerings to married spouses with little financial impact to the organization.
- Provide support and resources for employees to effectively continue to telework. HR to develop webpage dedicated to remote/teleworkers with helpful information, FAQ's, etc.

Survey Recommendations

- Transparency of benefit plan offerings and how they compare to similar organizations, regulatory limits, etc.
- Anthem Medical Insurance
 - Offer lunch & learn activities, hosted by Anthem, for staff to develop knowledge about what is available in the medical plan and how to better utilize AUI's medical benefits.
 - Benefits to share comments related to member services with Anthem to ensure improved customer service for participants.
- Retirement Plan Education
 - Seminars hosted by TIAA/Fidelity on investment opportunities, early career, retirement, Medicare, etc.
- Career Development/Progression Transparency
- Parental Leave Benefit
 - Amend to reflect 8 weeks per person as opposed to 10 weeks combined for married spouses who work at AUI/Centers.
- Enhance Internal HR Webpage for all areas of Total Rewards
 - Emphasize where to find information on web, etc.



www.nrao.edu
science.nrao.edu
public.nrao.edu

*The National Radio Astronomy Observatory is a facility of the National Science Foundation
operated under cooperative agreement by Associated Universities, Inc.*