RECOMMENDATIONS GENERATED FROM STAFF MORALE SURVEY RESULTS AND SOLICITED CAMPUS COMMENT

1. Improved Campus Communication
   a. All staff members have a responsibility to be as informed as possible and should be encouraged to share their perspectives, concerns, and solutions. Timely access to campus news and information must be maximized. In order to accomplish this, many forms of information dissemination must be utilized. For example, paper copies of electronic communications should be distributed to staff members who do not have access to a computer (e.g., service and maintenance personnel, Agricultural Operations staff, field station personnel, etc.). Another suggestion is to locate and maintain one or more dedicated email terminals in select areas such as the Commons food service area, Building and Landscape services, Physical Plant maintenance shops, Agricultural Operations, etc. All employees could then be issued email accounts and have access to email announcements. The email-dedicated terminals should be user-friendly with clear step-by-step instructions. Instructional materials and training should be readily available.
   b. Provide up-to-date information about administrative activities (e.g., future planning and implementation, budget, new construction, etc.) in campus publications (e.g., Staff Assembly newsletter and The Highlander) and encourage feedback.
   c. Increase the number of staff-specific topics and adjust the format of Chancellor’s Open Forums to be more like “Rappin’ with the Chancellor.” Encourage more staff participation, particularly through supervisors’ support of attendance by staff. Additional time should be devoted to answering questions. Request that the Chancellor specifically address and discuss concerns identified through the morale survey at Open Forums.

2. Best Practices
   Conduct follow-up studies to determine what best practices exist at UCR and other campuses. For example, UCR employee satisfaction when working as a part of a team is high, indicating that different workgroups and departments on campus have developed effective approaches for building teamwork and motivation. All best practices should be evaluated, shared and implemented.

3. Staffing Levels, Classification, and Salary
   a. Perform a comprehensive assessment of the adequacy of staffing levels. Obtain staff input when performing these assessments. The staff is an incredibly valuable resource that is often overlooked during the planning process.
   b. Assure all staff have current and accurate job descriptions that are appropriately classified.
   c. Many respondents believe that UCR staff salaries are not as high as the salaries in other similar organizations or companies. The committee suggests distributing to staff the results of any current, available comparative UCR salary surveys. If necessary, additional surveys should be conducted and the results released. Administration should share its plans to adjust staff salaries that are not comparable.
4. Mediation
Campus comments support the recommendation to create an impartial mediation team to facilitate conflict resolution. Identify and train a group of UCR volunteer mediators reflective of the campus diversity. Currently, an ad hoc group is investigating options for establishing such a mediation service. [Note: Timeline is changed from 9 months to 6 months.]

5. Parking
Comments were received regarding campus parking. Therefore, address the following concerns:
   a. communication and consultation,
   b. current policy and its implementation, and
   c. development of future policy.
One approach to these concerns would be to develop an effective advisory committee, chaired by someone outside of TAPS. [Note: Timeline of 6 months has been established for this new item.]

6. Ongoing Input
Establish an ongoing process of group meetings (e.g., study groups, focus groups, etc.) to clarify survey results and to identify areas for improvement. This process and the information gained from it should be shared with UCR staff through Chancellor’s Open Forums and other modes of communication identified above.

7. Respectful Treatment of Everyone
   a. Establish a minimum standard of behavior to ensure respectful treatment of everyone.
   b. Continue and enhance diversity awareness and training activities to reduce the occurrence of discrimination.
   c. Conduct follow-up studies to determine program effectiveness (for example, by measuring the degree of behavioral change).

8. Managerial Accountability
Emphasize managerial accountability as a part of hiring practices and promotions, annual reviews, and ongoing training.
   a. Include on-going managerial skills training as part of standard practices.
   b. Institute peer and subordinate evaluation of supervisory skills in annual reviews. Utilize the evaluation results to tailor growth and training programs to specific needs. Insure confidentiality of evaluations to protect the supervisor/subordinate relationship.
   c. Include in the evaluation of managers an assessment of their adherence to UCR’s commitment to diversity.

9. Staff Involvement in Campus Change
Actively involve all levels of staff in the campus growth planning processes. Particularly include those individuals affected by the proposed changes. This will improve communication and engender feelings of participation and inclusion among staff. For example, staff should be involved in:
   a. translation of the elements of Vision 2010 into specific policies and objectives for campus units,
   b. design of buildings and utilization of space, and
   c. determination of staffing levels (as noted above).
10. Staff Recognition
   Give frequent, public recognition acknowledging contributions by staff to their units and to the campus. Recommendations for recipients could be solicited from students, staff, parents, the administration and the local community. Methods of recognition could include:
   a. articles or advertisements in The Highlander and the Staff Assembly newsletter,
   b. institution of “Inspiring Staff” awards, and
   c. posting photos of recognized staff members in the “photo of the day” feature on the UCR web site

11. Reassessing Staff Morale
   Reassess staff morale periodically using the results of the 2001 survey as a benchmark for progress.