The University of California, Riverside Chancellor’s Committee on Campus Morale, comprised of staff members, was formed to provide an assessment of campus morale and suggestions for its improvement. As one step in assessing the morale of the staff on campus, the Committee designed a questionnaire to be completed by all career staff. The survey was conducted during May 2001. To ensure an independent assessment, The Resource Group (TRG), an independent research firm, was engaged to assist the Committee with data collection, analysis and evaluation.

The survey solicited staff views regarding the following issues:
- General climate
- Communication
- Working conditions
- Cooperation among co-workers
- Diversity
- Supervision
- Customer service
- Performance assessment
- Training and development
- Vision, mission, values and business principles
- Survey results

Of 2,044 staff representing the survey universe, 883 staff members, or 43%, participated by returning completed, comprehensive survey forms on or before May 30, 2001.

Major Findings
(Based on Mean Ratings)

Issues Staff Is Most Positive About
- Staff is most positive about diversity in the workplace, as evidenced by a mean rating of 4.74, the highest across all issues.
- Staff members are confident about the work they do as part of their departmental team. Three of the top 10 positive statements with the highest mean ratings fall within the area of “Cooperation Among Co-Workers.”
- Accountability and customer service skills are valued within departments.
- In general, staff is proud to be associated with UCR.

Staff Concerns
- There is a lack of confidence among staff in the ability of UCR administration to be sensitive to staff concerns, to make decisions and be objective. Five of the top 10 statements with the lowest mean ratings concern UCR administration and fall within the area of “Vision, Mission, Values and Business Principles.”
- Staff is concerned that there is not sufficient staff to meet work demands and must spend time beyond normal work hours to complete duties.
- Staff perceives that current pay is not as good as the pay in other outside organizations or companies.
- Staff is not confident that supervisors are chosen and promoted based on their managerial skills.
- Many staff members do not believe their answers on this survey will have a positive impact towards change.

1 Received highest mean agreement ratings (1=“Strongly Disagree to 5=“Strongly Agree”)
2 Received lowest mean agreement ratings (1=“Strongly Disagree to 5=“Strongly Agree”)
3 (UCR administration was defined on the survey instrument as follows: “UCR administration refers to the Chancellor, Vice-Chancellors and Deans”)
Findings by Issue Group

General Climate
- 86% of staff is proud to be associated with UCR, resulting in the highest mean across all “General Climate” statements.
- The issue receiving the lowest mean within this group relates to pay at UCR as compared to outside organizations or companies.

Communication
- More than one-half of staff members agree that they are kept informed by their department and UCR administration on matters of concern to them and their jobs.
- 73% believe an impartial conflict mediation team should be available to employees.

Working Conditions
- At least three out of five respondents agree that their physical working conditions are satisfactory, that they have adequate equipment, are comfortable about reporting safety concerns and are confident in their department’s action to eliminate unsafe conditions.
- 65% of staff agrees job stress is manageable and that there are a reasonable amount of guidelines for work performed.
- 57% disagrees there is sufficient staff to meet current work demands.
- 46% of staff members agree significant time beyond their scheduled workweek is needed to complete their jobs.

Cooperation Among Co-Workers
- More than one-half of staff members agree cooperation is evident in their department.
- The issues within this topic area with relatively lower mean ratings relate to distribution of work among co-workers, team training and recognition.

Diversity
- Staff members are positive about diversity and how their department and UCR in general deal with diversity on campus.
- 57% of staff members disagree they have personally experienced discrimination on campus.
- 42% have observed discrimination on campus.

Supervision
- Staff has a good opinion of supervisors as related to accountability, cooperation, openness, leadership and communication.
- Staff members are less confident about their supervisor’s ability to handle conflict well.
- 69% of staff members disagree their supervisor uses intimidation tactics to motivate behavior.
- 63% are not afraid of bringing issues to the attention of their supervisor.
- 47% disagree that supervisors are chosen and promoted at UCR based on their managerial skills.

Customer Service
- Approximately eight out of 10 staff members agree that their job challenges them to do the best for customers and that customer service skills are valued in their department.
- 66% indicate their department gives them the resources they need to provide good customer service.
Findings by Issue Group

Performance Assessment
- 87% of staff has a clear understanding of job responsibilities, resulting in the highest mean across all “Performance Assessment” issues.
- 76% of staff members indicate they have adequate opportunity to use their abilities on the job.
- Although 52% indicate they receive written performance evaluations once a year or more often, approximately one out of five staff members “strongly disagree” that this is the case.
- Staff members indicate their performance evaluations are based less on length of time in their department and on relationships with supervisors and more on relevant factors such as teamwork, customer service and initiative.
- About one-third of staff members believe their supervisor shows favoritism to some employees.

Training and Development
- 86% of staff members are comfortable working with tools and equipment in their departments.
- 73% agree that their job makes good use of their skills and abilities.
- One-half or more of staff members agree that they have received the training needed to perform their job well, that they understand possible career paths and that support and training is available to update or increase their job related skills and abilities.
- Staff members are secure about their jobs and skills.

Vision, Mission, Values and Business Principles
- Two out of three staff members believe UCR administration does not care about the workload of staff.
- Staff questions the ability of UCR administration to be sensitive to staff concerns, to make appropriate decisions and to be open to suggestions and opinions.
- 47% of staff believes that UCR administration does provide a clear sense of direction for the campus.
- Staff members are confident in the decisions, judgements and long-term vision of department management.

Survey Results
- Some 45% of staff members do not believe their answers on this survey will make a positive impact towards change on campus.

Demographics

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<tr>
<th>GENDER</th>
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<tbody>
<tr>
<td>Male</td>
<td>34.5%</td>
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<tr>
<td>Female</td>
<td>65.5</td>
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| RACE/ETHNICITY | | |
| White          | 71.8% |
| African-American/Black | 6.0 |
| Latino/Chicano | 12.7 |
| Asian          | 4.0  |
| Native American| 1.5  |
| Other          | 4.0  |

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<tr>
<th>HIGHEST EDUCATIONAL GRADE COMPLETED</th>
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<tr>
<td>Less than HS diploma</td>
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<td>HS diploma/GED</td>
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<tr>
<td>AA/Technical Certificate</td>
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<tr>
<td>Bachelor’s</td>
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<tr>
<td>Graduate</td>
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<td>Post-graduate</td>
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<table>
<thead>
<tr>
<th>LENGTH OF SERVICE AT UCR</th>
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<tbody>
<tr>
<td>Less than 2 years</td>
<td>16.0%</td>
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<tr>
<td>2 - 5 years</td>
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<tr>
<td>6 - 10 years</td>
<td>17.1</td>
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<td>11 - 15 years</td>
<td>17.3</td>
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<td>16 - less than 25 years</td>
<td>21.7</td>
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<td>25 years or more</td>
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