The Chancellor’s Committee on Campus Morale (CCCM) was formed in the Fall of 1999 to explore and report on the factors affecting employees’ morale at UCR. As a means toward this end, the CCCM developed and distributed the attached staff survey (Attachment 1). In an effort to ensure the objectivity of the survey results, CCCM contracted with The Resource Group (TRG), an independent survey company. TRG evaluated the draft survey, recommended survey methodology, performed statistical analysis of the returned surveys, and submitted the attached report and report summary (Attachments 2 and 3, respectively). The impact of demographics was studied as part of the survey analysis. Where significant, these impacts are noted in the complete survey report. Based upon the contents of the TRG survey report, the CCCM has generated a series of recommendations to optimize employee morale at UCR. It is important to note that an impressive 883 out of 2044 (43%) participated in this survey. The survey responses are therefore a statistically accurate representation of campus climate and justify a detailed study of the results.

Observations Regarding Survey Results

Positives

As noted in the survey summary, a number of positive observations can be drawn from the staff survey results.

- Staff members are comfortable working with people who are different from themselves.
- Most respondents believe that the quality of their work is important to the overall success of their department.
- Staff members are proud to be associated with UCR.
- Staff members are proud of the work that is done in their departments.

Staff Concerns

As hoped for, the survey also notes areas of concern that can be studied and used to develop programs and solutions in order to increase employee satisfaction and morale. Responses indicate the following staff beliefs:

- Five of the top ten negative statements concern the UCR administration\(^1\) and fall within the area of “Vision, Mission, Values, & Business Principles.”
  - The UCR administration does not care about the workload of staff.
  - The UCR administration is not “in touch” with the grass roots issues affecting UCR staff.
  - UCR staff do not have confidence in the decisions made by UCR administrators.

\(^1\) UCR Administration was defined on the survey form as “the Chancellor, Vice-Chancellors and Deans”, but individual respondents may have been using their own definitions, may have been thinking of the UCR administrator who heads their area of the campus, or in some other way may have been using a different definition when responding.
UCR staff do not feel safe expressing their opinions to UCR administration without fear of consequences or retribution.

The UCR administration does not make what staff considers to be ethical decisions.

- Staffing levels are insufficient to meet work demands.
- Staff believes salaries to be below market.
- Staff lacks confidence in the promotional system.
- Staff believes no action will be taken as a result of this survey.
- Although staff members are comfortable working with others different from them, on-campus discrimination has been observed by 42% of staff and personally experienced by 29%. The demographics of respondents were analyzed and were not a significant factor in the responses concerning discrimination.

Recommendations Regarding Survey Results

A significant number of respondents (45%) believe that no positive impact will result from this survey. The committee believes that the results reported here suggest there are a number of opportunities for improvement. Therefore, the committee recommends the following actions:

- Conduct follow-up studies to determine what best practices exist at UCR; these practices should be encouraged campus wide. Employee satisfaction as a part of a team was high, indicating different workgroups or departments on campus have developed effective approaches for building teamwork and motivation within departments. These techniques should be evaluated and shared.

There could be a number of possible bases for these attitudes. 1) The whole administration could lack concern about staff, be making decisions that staff does not have confidence in, etc. 2) One or more individual administrators could lack concern about staff, be making decisions that staff does not have confidence in, etc., whereas most administrators are concerned about staff, make decisions that staff has confidence in, etc. (The survey form was designed so it was not possible to tell the unit or portion of the campus within which a respondent works.) 3) The administration may care about staff, but this is not being communicated effectively to staff. 4) Some combination of the above could be operating.

Respondents to the survey were asked to supply the following demographic information: gender, race/ethnicity, highest educational grade completed, length of service at UCR (one of six length of service groups), and age (one of five age groups). The only demographic parameters that showed any significant difference in responses for the top ten positive and top ten negative statements were years of service at UCR and age group; there were no differences between the two sexes, among different races and ethnicity, or among different highest educational grades completed with respect to the top ten positive and negative statements. In general, older staff was less positive than younger staff with respect to positive issues and was more negative than younger staff with respect to negative issues. There was no relationship between years of service at UCR and the top positive statements, but for all of the top ten negative statements in general, the staff with more years of experience at UCR was more negative than those with fewer years of experience at UCR.
• Continue and enhance diversity awareness and training activities to reduce the occurrence of discrimination. Conduct follow-up studies to determine training effectiveness by measuring the degree of post-training behavior change.

• Perform a comprehensive assessment of the adequacy of staffing levels. Obtain staff input when performing these assessments. The staff is an incredibly valuable resource often overlooked during planning.

• Create an impartial mediation team to reduce conflict when possible, and facilitate resolution when necessary. One option is to hire an outside mediation team. Another is to identify and train a group of UCR employees; this group should be reflective of the campus diversity.

• Actively involve all levels of staff in the campus building and growth planning processes. This will improve communication and engender staff feelings of participation and inclusion. Staff involvement should be included in:
  
  o Translation of the elements of Vision 2010 into specific policies and objectives for campus units.
  o Design of buildings and utilization of space.
  o Determination of staffing levels (as noted above).

• Improve campus communication.
  
  o All staff members have a responsibility to be as informed as possible and should be encouraged to share their perspectives, concerns, and solutions. Accessibility to up-to-date campus news and information for all staff must be maximized. In order to accomplish this, many forms of information dissemination must be utilized. For example, hard 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, field station personnel, etc.). One suggestion is to place 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.
  
  o Announce administrative activities’ updates in campus publications (e.g., Staff Assembly newsletter) and encourage feedback.
  
  o Increase the number of staff-specific topics and adjust the format of Chancellor’s Open Forums to be more like the “Rappin’ with the Chancellor.” Encourage more staff participation. Additional time should be devoted to audience and anonymously submitted questions. Request Chancellor to specifically address and discuss concerns identified through the morale survey at Open Forums.

• Establish an ongoing process of focus group meetings 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.

• Give formal recognition to contributions by staff to their units and to the campus. Recommendations for awardees could be solicited from students, other staff, parents, the administration and the local community. Methods of recognition could include:
  
  o Articles or advertisements in The Highlander and the Staff Assembly Newsletter
Institution of a “Caught Doing Good” award

Posting photos of recognized staff members in the “photo of the day” feature on the UCR web site

- Emphasize managerial accountability as a part of hiring practices and promotions, annual reviews, and ongoing training.
  
  o Include on-going managerial skills training as part of standard practices.
  o Institute peer and subordinate evaluation of supervisory skills in annual reviews. Utilize the evaluation results to tailor growth and training programs to specific needs.

- Establish a minimum standard of behavior to ensure respectful treatment of everyone.

- Staff salaries: Many respondents believe that UCR staff pay is not as good as the pay in other organizations or companies. The committee suggests distributing to staff, the results of any currently available comparative UCR salary surveys. If necessary, additional surveys should be conducted and the results released. For those classifications for which staff pay is not comparable, the administration should share its plans to address those problems.

- Reassess staff morale annually using the results of this survey as a benchmark for progress.

Initiation of these programs by the administration might demonstrate a stronger interest in staff and staff concerns. Continuously improved campus relations and morale will be more readily achieved by prioritizing recommendations, establishing completion dates for each recommendation, and periodically evaluating progress. It is strongly recommended that the Chancellor’s Committee on Campus Morale be developed as a standing committee with a rotating group of members. The Committee should be charged with providing assistance and oversight of the improvement process and functioning as an information conduit between administration and staff. The UCR Staff Assembly, a group that has historically provided significant contributions to improve communications in the past, could be approached to assist with several of the recommendations and could likely contribute to enhanced relations on campus.

The committee encourages implementation of these recommendations as a way to facilitate participation, maximize campus wide communication, ensure staff appreciation and contribute to staff’s understanding of and participation in the campus vision.

The Chancellor’s Committee on Campus Morale has appreciated the opportunity to participate in this process to date and is looking forward to a campus with stellar morale!

Respectfully submitted: September 10, 2001
University of California, Riverside  
Chancellor’s Committee on Campus Morale  

List of 2000-2001 Members

Margaret Souder, Chair  
Environmental Health & Safety

Romanie Arterberry  
Women’s Resource Center

Cindy Bandelean  
Accounting

Jim Calavan  
Physical Plant, Grounds

Terry deAnda (Former member)  
Sociology

Lindy Fenex  
Student Recreation Center

Mary Johnson (Former member)  
Human Resources

Pat Knapik  
Media Resources

Cindi Lamoureux (Former member)  
Purchasing

Gena Lozoya (Former member)  
Physical Plant, Custodial

Connie McGrath (Former member)  
Material Management

Rod Nakayama  
Biochemistry

Linda Owen (Secretary)  
Library

Dan Rios (Former member)  
Biology

Sarah Sharp-Aten  
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AD HOC MEMBERS

Theron Lyon  
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Roseanna Lopez  
CERC