THEMES & RECOMMENDATIONS BY AREA

ADMINISTRATION, INSTITUTIONAL DECISIONS, TRANSPARENCY, & COMMUNICATION	WORKLOAD, TRAINING, EXPECTATIONS, & JOB SECURITY
Themes ● Confusion/lack of information regarding institutional decisions and decision making process ● Frustration/understanding of budgetary usage ● Feelings of disconnect between administration and "boots-on-the-ground" employees **Recommendations** ● Increased transparency in decision making processes (i.e. what groups were involved, what issues are being addressed with the change) ● Communication on budgetary decisions ● Clarity on acceptable departmental usage of resources ● Administration being more visible/visiting departments for greater understanding of frontline workers' experience. ● Purposeful consideration of the human impact and the trickle down effect of decisions before they are finalized and implemented. Intentionally creating ways to mitigate the negative human impact. ● Clarity on institutional mission and how it informs university decisions.	**Themes** ● Increased workload with decreased personnel ● Lack of standardization - trying to be all things to all people ● Additional duties result in more work but no change in wages, previous duties, or time expectations ● Job uncertainty/job security concerns **Recommendations** ● Recommend cross-training between departments/roles ● Create a culture of encouraging time-off, breaks, and a healthy work-life balance rather than workaholism ● Evaluate workload alongside job description. Ask each department to look at the amount of time spent on each item in order to determine workload needs. ● Create a policy for evaluating workload that requires the evaluation process to include persons in that or similar positions. ● Ensure that addition of responsibilities come with a reduction of former responsibilities (if the former responsibilities constituted a full load) and/or additional compensation/wage increase. ● Create clarity in work expectations and job descriptions ● Strategic plan for recovering financially that is shared well in advance so employees in discontinued positions aren't blindsided. Continue to make every effort to provide options to these employees to transfer to alternate roles within the University while maintaining or increasing their salary/pay.

HR, EMPLOYMENT, BENEFITS, JOB DESCRIPTIONS, & WAGES

Themes
- Frustration with low wages
- Confusion regarding raise schedules and job descriptions
- Inconsistent benefits application between employee classes

Recommendations
- Review wage structure and raise schedule
- Create transparency in wage structure and advancement process
- Implement a cost of living increase model and have current wages adjust alongside pay grade/step adjustments.
- When benefit costs are increased it should be by percentage rather than fixed dollar amounts (i.e. all three plans go up by 1% rather than each plan going up by $1 which is disproportionately more expensive for the high deductible plan).
- Consider developing an a la carte benefits package allowing flexibility to employees whose benefit needs differ.

EVALUATIONS, PROFESSIONAL DEVELOPMENT, TRAINING, & SUPPORT

Themes
- Outdated/ineffective evaluation process
- Lack of professional development/training resources for staff

Recommendations
- Routinely have evaluations, not only top down, but also bottom up (i.e. have subordinates evaluate their supervisors) and include student workers in the bottom up evaluations.
- Develop professional development and training resources catered to staff positions.
- Provide additional training opportunities for employees transitioning to a different role as well as additional educational opportunities for employees whose positions are discontinued.
- Investigate educational credit for job experience opportunities (i.e. credit-for-prior-learning opportunities, continuing education credits) which may include certificates etc.

EMPLOYEE RELATIONS, DISCRIMINATION, & VALUE

Themes
- Inconsistency between treatment/perception of faculty and staff
- Incongruity between messages of mental health importance and actual experience and the inconsistent application of mental health efforts between faculty and staff.
- Inconsistency between treatment of hourly and salaried staff

Recommendations
- Consider implications of decisions to each group of people (i.e. mental health days benefited faculty but not staff) and/or allow customization/flexibility of initiatives at the departmental level.
- Create a culture of value for work-life balance and mental health as opposed to celebrating/expecting workaholism.
- Create a culture that celebrates the importance of various roles rather than viewing one role above the other.

RESTRUCTURING

Themes
- Human Impact - restructuring effects on workload, benefits, and physical work space.

Recommendations
- Look for feedback through meaningful conversations like town-halls from front-line employees who will be affected by changes.
- As far as possible, have additional transparency prior to final decisions regarding potential changes to educate and inform the campus of significant changes so they don't come as a surprise.
- Flexibility to maintain internal benefits such as wellness center, dining services, and tuition benefits for employees affected by restructuring.

INTRADEPARTMENTAL RELATIONS	COVID
Themes ● Appreciative of teamwork and co-operative relationships within departments. ● Having flexibility and autonomy is a large plus. ● Lack of supervisor training or understanding and how that impacts staff positions and roles. ● Having a team input in department decisions improves morale. ● Morale can be improved/maintained by the ability to develop professionally, both in skill sets and responsibilities **Recommendations** ● Ensure equal opportunities for input and ideas. ● Include team-building experiences in faculty/staff institutes or departmental retreats etc. ● Require supervisor training prior to becoming a supervisor including best practices and supervising without micromanaging. ● Supervisors identify projects that can be delegated or assigned to employees to have ownership and develop professional experience ● Increase professional development opportunities and training to include staff as well as faculty. ● Develop a database of recorded or interactive professional developments/trainings to be accessed at any time (i.e. Learning-hub) that can be combined on a promotion track.	**Themes (highlighting existing issues)** ● Lack of boundaries between work hours and personal time (especially for remote workers) ● Lack of standardization in hours,wages and benefits between similar campus roles, or roles that were standardized/combined due to COVID without adjusting wages ● Lack of training for technology based needs **Recommendations** ● Create a culture of support/team mentality - instead of criticizing each other based on work conditions (i.e. thinking people who work from home do nothing and vice versa) ● Create a culture that supports healthy work life balance rather than glorifying or requiring workaholism. ● Work on standardizing similar job descriptions/titles and pay scales in roles across campus. ● Establish work practices that help absorb critical events (emergencies, staff shortages) such as cross-training within a department, even distribution of workload, training in technical skills, or standardization of processes campus-wide (vs. being department specific). Additionally cross-training in other departments to help connect people with the right person vs. being bounced to the wrong departments.

FAITH	POLICY & PROCESSES
Themes ● Intentional faith-based activities in the workplace have positive impact **Recommendations** ● Continue to offer a variety of faith-based meetings and options for employees (staff and/or faculty worships, employee worships, University Chapels, etc.) ● Supervisors/Dept be intentional about allowing employees to access University Chapels or other University-sponsored religious activities during work hours.	**Themes** ● There are too many customizations/exceptions to every rule. ● Policies applied unequally **Recommendations** ● Review the snow-day work from home policy and the repercussions of having to work on a "snow-day." ● Regularly review institutional/departmental policies to establish written limits of variances and how they can be applied consistently, including standardized appeal process.

GENERAL/MISCELLANEOUS
 	
Themes
● Lack of priority for funding campus facility/utility maintenance
● Develop employee community (more award options, events-strawberry feed/Christmas party etc.)
 	
Recommendations
● Prioritize improving existing facilities and providing resources to appropriately manage these facilities.
● Seek campus (students and employees) input on how campus funding is prioritized.
● Seek ways to develop a community atmosphere with employees. Especially necessary as we move past COVID and need to provide more care/support to help reconnect.
  ○ Find additional or diversified awards for staff (vs. standard "excellence award").
  ○ Find additional informal events that occur more frequently than annual (i.e. quarterly)
    ■ Summer - Strawberry feed
    ■ Fall - Pie/Cider
    ■ Winter - hot chocolate/tea
    ■ Spring - lavender biscuits/tea	