2009 Civil Service Survey Results

The survey was given to 207 Civil Service and Bargaining Unit employees, and 115 (56%) replied.

Based on the responses, the College Staff Council has determined that there is a need for a culture change within CEHD. Generally speaking, morale is in need of improvement. Other items of major concern that should be addressed are:

1. Communication
   - Fairness/Equity (Flexible work schedules, work overloads, clear expectations, pay disparity)
   - Transparency/Inclusiveness/Respect (Inform and get feedback from employees regarding major changes within their department that will impact their duties)
   - Acknowledgement/Encouragement as job loads increase and resources decrease (recognition for quality work and creative workload management)

2. Consistency
   - Uniform Policies and Procedures (posted on the College Intranet)
   - Use of UMCal (Strongly recommend, but prefer mandatory usage)
   - Supervisory training (Mandatory for new supervisors and strongly recommended for current supervisors)

Several questions on the survey asked for descriptive feedback. Two in particular that received a high number of responses were:

1. Do you feel that there are procedures in your department/center/administrative unit or in CEHD that need improvement?
   - The overwhelming response was lack of communication regarding policies and procedures, expectations, especially in regards to excessive workloads due to cut backs, etc.
   - The other major issue raised was the EFS system and how labor intensive it is, especially in light of cutbacks. Policies and procedures were again mentioned, as well as the fact there are few back-ups for the financial employees.

2. In what kind of community building activities does your department/center/administrative unit engage?

There were a wide variety of activities/events, and the most common can be found in the following chart:

<table>
<thead>
<tr>
<th>Theme Events</th>
<th>Potlucks (holiday and/or monthly)</th>
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<tbody>
<tr>
<td>Adopt a Family (holiday)</td>
<td>Pizza luncheons</td>
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<tr>
<td>Charity Gift Auction</td>
<td>Chili Cook off</td>
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<tr>
<td>Secret Santa</td>
<td>Semester lunch gatherings</td>
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<tr>
<td>Bubble Stomp Party (year-end)</td>
<td>Thursday Treat Day</td>
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<td>Oscars Party</td>
<td>Dessert Competitions</td>
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<td>Dr. Seuss Day</td>
<td>BBQs</td>
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<td>Election Day</td>
<td>Staff Retreats</td>
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<td>Pastry Day</td>
<td>Fundraisers</td>
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<td>Sunshine/ Social Committees</td>
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<tr>
<td>Birthday celebrations</td>
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<tr>
<td>Baby Showers</td>
<td>Bowling</td>
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NOTE:
The top response was potlucks, and interestingly, the second most common response was that their department has NO community building activities. Holiday charitable fundraisers and social/sunshine events were the third and fourth most common responses.

Based on the “strongly agree” and “agree” responses, other findings show that:

- 39.5% have been employed at the university 0-5 years
- 31.6% have been employed at the university 16+ years
- 66.4% feel their goals and expectations are clear
- Only 37.7% agree they have a clear and updated job description
- Only 47.2% agree they have a manageable workload
- 51.3% agree they have adequate training to perform their duties
- Only 50% receive annual performance reviews
- Only 42.1% receive constructive feedback regarding their performance on a continuous basis
- 73.2% feel they receive equitable treatment from colleagues and coworkers
- 75.2% feel they receive equitable treatment from supervisors
- 65.5% feel they receive equitable treatment from department/center/administrative unit chair/director
- 59.2% participated in professional development opportunities and did so for the following reasons (NOTE: Respondents were asked to check all that apply):
  - 66.2% - directly related to everyday work
  - 47.1% - for their own personal interest
  - 45.6% for long term development
  - 25% were pursuing a degree
- 88.6% are able to use accrued vacation time
- 92.9% use the Regent Scholarship and feel it is an important benefit
- 16.7% are NOT able to use accrued vacation time on a regular basis and 50% said they occasionally are NOT able to use their accrued time. Primary reasons were:
  - Staff shortages
  - Heavy workloads
  - No back-up personnel for certain duties/tasks
- 99% replied when asked how they receive pertinent information about the college. The primary responses were (NOTE: Respondents were asked to check all that apply):
  - 95.6% - E-mail
  - 72.8% - The Burton Brief
  - 62.3% - Word-of-mouth
  - 51.8% - Staff meetings
  - 38.6% - Supervisors
  - 26.3% - Flyers
  - 25.4% - Dean’s Blog
- Their preferred method of receiving college information, is:
  - 87.6% - E-mail
  - 40% - The Burton Brief
  - 35.4% - Staff meetings
  - 26.5% - Supervisors
- Regarding the regularity of staff meetings, the primary responses were:
  - 28.1% have NO meetings [main reason is they (CSBU) are not invited, which raises the issue - are these departmental or CSBU meetings?]
  - 27.2% have weekly meetings
  - 27.2% have bi-weekly meetings
- 52.5% reported they attend college-wide meetings. For those who replied “No,” the primary reasons were either they were not aware of the meetings or they were discouraged from attending by their supervisor and/or those in higher positions (directors, chairs, etc.)
- 29.8% said they feel their future employment with the College is secure; 50% somewhat agreed or disagreed with this statement.
  - 17.7% said they are positive about new opportunities within the departments/centers/units
13.2% said they are positive about new opportunities within CEHD
11.8% said they are positive about new opportunities within the U of M
39.5% said they are likely to seek other employment during the next 12 months

Finally, employees were asked to rate morale, which yielded the following results:
- Only 34.2% said morale is good, and 28.9% said it is average within their department/center/unit
- Only 10.1% said morale is good, and 39.4% said it is average within the college

RECOMMENDATIONS TO BUILD ON

- **Improve communication**
  - Make it a priority that all staff in CEHD receive information in a timely manner through an appropriate channel (emphasize regular staff meetings, weekly email communication of important news from director/chair/head/dean)
  - Support the concept of staff having updated job descriptions and receiving supervisor feedback and yearly performance reviews
- **Show appreciation for/recognition of hard work, especially in regards to increased workloads**
  - Encourage director/chair/head to engage in simple verbal recognition of hard work or a job well done
  - Continue to work towards insuring that the quantity of CEHD awards relate to number of staff
- **Address job security concerns**
  - Continue efforts to be transparent about budget issues and departmental restructuring (getting input from all levels)
  - Identify a clear channel for staff to take when needing to address workplace issues without jeopardizing their positions (an additional place staff can take problems outside of the traditional chain of command)
- **Plan more community building activities (e.g., Potlucks, Theme Events, etc)**.
  - Encourage departments to allow staff to participate in activities even when busy as it is a good way to reduce stress and bring people together
  - Emphasize participation by all staff in college-wide events
  - Create a page on the Intranet that highlights and shares ideas for community building activities (departments can post recent activities and pictures so others can get ideas and be encouraged to create their own)
- It is also suggested that the college consider an external review of leadership, to increase functionality and productivity, and decrease frustration and ineffective methods.

We think consistency and communication across the college is key to building morale and a stronger CEHD community that everyone is excited to be a part of and is willing to work hard for. We realize that a culture change will take time.

Kudos were given (more than once) to Dean Jean Quam for her inclusive and reality-based leadership style, which has produced a noticeable improvement in morale. Dean Quam has been straightforward in answering questions--especially as they pertain to the budgetary cuts--and even though the answers are not always what we want to hear, we appreciate her honesty and openness. Dean Quam is an excellent model for how to treat staff with respect.
CEHD Staff Council Survey 2009

Please Identify Your Employee Group

Please Identify Your Employee Group - 115 Responses

- Civil Service: 53.9%
- Bargaining Unit: 46.1%

What is your role?

What is your role - 112 Responses

- A CS/BU employee with exclusively supervisory duties: 3.6%
- A CS/BU employee with some supervisory duties: 33.9%
- A CS/BU employee without any supervisory duties: 63.4%
What is your primary affiliation?

- Academic Department: 35.7%
- Research Center: 18.3%
- Dean's Office (e.g. HR, IT, FS0): 25.2%
- Student Support/Advising: 14.8%
- Other: 6.1%

How long have you worked at the University?

- 0-5 years: 39.5%
- 6-10 years: 18.4%
- 11-15 years: 10.5%
- 16+ years: 31.6%
I have a clear understanding of the goals and expectations related to my job responsibilities.

I have an updated job description which I feel accurately reflects my job class and responsibilities.
My workload is manageable.

I receive adequate training to enable me to meet my performance expectations.
Do you feel that there are procedures in your department/center/administrative or CEHD that need improvement?

If so, please explain.

We're short staff due to the hiring freeze, so we are picking up slack with existing staff - meaning that I do a lot of stuff that was not intended to be a part of my job initially. The result being that the results of my primary responsibilities are diminished. And with professional development funds being held up, advancement of technical skills are limited.

Unfortunately, it would take me far more than 5-10 minutes to articulate all of the things in my department (Curriculum and Instruction) that needs improving. Off the top of my head: 1) we have no back-up person in our department for scheduling (CEHD would have to pick that up if something happened to the person who did that); 2) we have a supervisor who has very little familiarity with the systems used in our department (EFS, scheduling, etc.) and would not be able to a) provide any kind of back-up, b) provide assistance to staff with these systems (troubleshooting, etc.), c) develop new processes that are linked to these systems to be used by faculty/P&A, d) articulate any of the details, problems, concerns around these systems; 3) we have little administrative transparency within C&I - e.g. budget process - what numbers were presented in the budget to CEHD? very vague information. 4) our support staff are constantly troubleshooting - when more processes could be thought through and implemented in a coordinated way. Our support staff would be more than happy to talk with someone from CEHD at any point about the issues here (I would welcome the opportunity - Jessie Eastman 5-2545)

I feel that our administrative specialist makes it harder for things to get done with creating unnecessary forms for everything. She has made it so difficult, that most people don't go to her when they need help, which is sad, because she isn't doing her job of making other people's jobs easier. So, I feel that her ability to create new procedures for getting things done such as ordering office supplies, or sending faxes should be either revoked, or first approved by our supervisor before they are implemented.

The financial procedures are very confusing in CEHD.

I think there is a lack of procedure in many areas - and when there is a procedure in place it isn't communicated well or not followed as it should be.

Many processes should be reviewed and streamlined.

It seems like the rules of the new financial system are constantly changing. I'd like to see some consistency.

It is mostly a need for stronger agreement amongst support staff regarding the implementation of policies and procedures plus solid reason/explanations for why procedures are done the way they are.

Providing coworkers and myself with appropriate feedback regarding our performance outside of planned performance appraisals, so that as new or unique situations arise, we know how well we met with our job expectations.

The EFS roll out, many of us lost access to simple procedures such as Employee Reimbursements. I see and hear about the financial teams being overwhelmed and I would like to be able to help them.

EFS procedures are not handled very smoothly at the College level. There are many things regarding requisitions, receiving, invoice payment, etc. that could be vastly improved so that it takes less time and effort to process these.

There is a constant goal in our IT unit to consistently improve work flow and communication. I would say that this will be never ending, and if other units don't do this, they should.

MORE DEPARTMENTAL COMMUNICATION

I think the human resources and financial functions of the departments are lacking. Slow response time when assistance is needed, often
There have been many changes over the past few years and new policies/procedures have not been generated to support the changes.

Management of staff could be better.

I feel that my department needs to provide staff with a job procedure manual and basic training related to job duties for new employees. As a new employee, I was thrown into my job without any formal training from my supervisor and my morale and performance have suffered as a result.

PeopleSoft financials has caused many things to be completed poor workflow manner. It takes much longer to complete a simple task than it did when I first started working in the college.

There is a policy and procedure for everything. Missing any step in a procedure is "not doing your job." or, failing to adapt (i.e. skip a procedural step) due to a variation of the situation is also deemed "not doing your job."

Given the reduction in staff, budget cuts, and other cost reducing measures, the procedures set up to meet the needs of faculty support need improvement. It is off to a great start with new policies in place, but at the end of this academic year, it should be reviewed so that strategies to improve the process can be implemented.

We are being given more work from the college level down to us and sometimes there isn't time to get trained before this occurs. Sometimes this is also the case with university-wide programs like the new financial system.

Distribution of work and working within your job description.

More people need to be granted access to more functions in order for everyone to be able to do their job more proficiently.

The Departments don't know what we do and how long it takes to process the information. Previously I was a Trainer for a large Bank, and I developed a detail training procedures for myself. Including Preparing my own Manuals and Procedures for the Departments I service.

Customer Service & Quality are essential.

it's gotten better, but sometimes new procedures happen informally by word of mouth by part of the team that share an office and as a TC 'out in the field' didn't always get the word and would learn about it by doing in wrong and being corrected.

Our grant is over ambitious. The burden is on the director's unseasoned staff to figure how to make it work instead of the seasoned director.

Training or guidance would be appropriate before starting an event, activity or initiative instead of focusing on the mishaps after it is over.

I think there are too many hand involved in one process. I missed the FormsNavana, at least it only one step. I had forward so many documents that got misplaced, sit in someone else office, overpaid vendor. I can go on and on but I'm going to stop here.

There is always room for improvement in any organization. Communication can sometimes be vague.

Our unit is in flux now, and I have not been assigned a supervisor able to give me a hand when problems arise. In accounting, problems are always arising. It goes with the territory. When something new comes up, so far, there is no one to confer with.

There is currently no back up to the Biller, Procurement Specialist, or Voucher Preparer. I don't feel the Voucher Preparer was adequately trained and needs to learn how to tactfully communicate with the req preparers to correct problems.

EFS needs overhauling. There are far too many steps and approvals and little accountability. Account specialists are doing the job of accountants. PUT ACCOUNTANTS BACK INTO DEPARTMENTS!!

Just getting folks on the same page. For instance making it mandatory that all use UMCAL, If a procedure is implemented that folks are held accountable to it. Clear communication in a timely manner.

Communication is not what it should be.

A clear organizational structure needs to be presented with equitable workloads. I understand that there have been a number of unforeseen changes which makes this difficult but it is a big concern of mine.

Employees are performing the same task in different ways producing different results. There is no uniformity within a unit/department. I can only imagine how different it is across this college and then across the entire U of M system. If one calls the Help Line, one will get as many different answers to the same question as number of people one speaks to. CS/BU are told to follow U of M policy and yet I was told by a CEHD faculty member that they were told by a CEHD associate dean that they (faculty member) do not have to follow U of M policy.

The College's organization to implement EFS is not working. CEHD took away departmental accountants and replaced them with account specialists, who do the work of an accountant. The accountants are no longer the problem solvers - that task has fallen to the account specialist.

Why is the college so slow in recognizing this and doing something about it?

admission processes offices that don't gather information and dump work Increased PS access and training for staff and faculty

We are in a period of change that was started when the colleges combined several years ago. Procedures are being developed as a result of the reorganizations.

We should all be following the same policies and procedures

Many procedures can be updated and streamlined to make them simpler and more efficient--especially with the current inability to replace staff.

Communication and clear chains of command. Also Clear expectations for all regarding UMCAL, workgroup finance.

Some staff repeatedly come in late take long lunches and no measures are taken.

I have been turned down for many opportunities because I am not in the "in crowd" with management staff in my office.

There is no consistency among departments when it comes to recruitment, application review, admission decisions, or coursework evaluation. There need to be policies in place that send consistent messages to students that make sense for undergraduates (what works for graduates does not necessarily work for undergraduates). There needs to be major changes in the way we work with students transferring into our majors.

Communication

The need for better communication. Decisions made by two people with very little feedback from others.

Better communication up and down the line.

EFS transition and training have been difficult. Job responsibilities are increasing, as staffs are decreasing!
We're doing much better now but still have some rules in development under the new management team.

Older professors and instructors should stop shunning technology and accept that learning a few things about current technology will make things less expensive and more efficient for the department.

More strict enforcement of deadlines are needed from the top. Departments tend to do what they want whenever they want to without any repercussions.

Administrative procedures, changes in payroll, reimbursements. soo annoying to deal with!!

We've had so many changes in the last 2 years that many of our materials need to be updated, especially contact information on the web. But we have very little time for things like that and the communications staff has been decimated.

I feel taking vacation is discouraged in our department

Accounting procedures since the conversion to EFS have been a mess and nobody seems to know who does what. There is confusion about what the College FSO office should do and what the departments should do. The College FSO office has been pushing tasks down to the department level which causes more work for me and work I didn't think I would be doing.

It is hard to find procedures in a written format that are complete. I find myself redoing things after following procedures (typically from the intranet) because the final product is wanted in a different way. I think there is a lot of room for improvement in developing procedures, equitable treatment across departments for following procedures, and accessibility to procedures that are complete and accurate.

More money needed for a front office position!

The whole CEHD centralization. In our department we have the capacity to handle the functions that were centralized (payroll, EFS processing).

With the closing/moving of departments I feel we should be updated more than we are.

Need to be more open discussion of topical concerns

The EFS system is creating an enormous amount of extra paperwork and time spent on things that had been a simple, clear procedure previously. At every turn, there is some aspect of the system that makes what used to be and should be a simple task into a daunting one, and a question mark as to whether things are getting done. Reconciliation has become virtually impossible because the reports give such limited information. We've got things hitting on the wrong accounts all the time, with no clear or easy way to find where those expenditures are hitting, and being told that accounts can't be changed or deleted. In our area, much of administrative tasks (regarding EFS) have been dumped onto our ONE accountant, and I find it a colossal waste of time and expertise for an accountant to be working on data entry when her time could be spent where it should be: working on grants and managing accounts. I just don't see the efficiency in this system or the procedures at all.

Many systems in our department are not well thought-out, efficient, or effective. Lines of communication and processes are not effectively communicated or executed. This results in MANY errors—time and frustration in doing "damage control" (correcting errors). The staff person in charge of these processes is new to the department, to these types of duties, and does not consult with her counterparts in other departments.

We need better understanding of how the financial teams work, how the new system itself is supposed to work (where are all the enhancements??). Also, I feel we could all use a crash course in how to provide the same level of service in a reduced staffing model.

There is not enough communication across job roles to work effectively as a quality group.

I receive annual performance reviews.

![Pie chart showing 54.4% Yes and 45.6% No to the question of receiving annual performance reviews.](image-url)
I have received constructive feedback about my performance.

I receive constructive feedback about my performance on a continuous basis.
Do you receive equitable treatment from:

Your colleagues and coworkers?

Your colleagues and coworkers? - 112 Responses

- 5 Always - 36.6%
- 4 - 36.6%
- 3 Sometimes - 17.9%
- 2 - 4.5%
- 1 Not at All - 1.8%
- 0 Unsure - 2.7%

Your supervisor?

Your supervisor? - 113 Responses

- 5 Always - 45.1%
- 4 - 30.1%
- 3 Sometimes - 14.2%
- 2 - 4.4%
- 1 Not at All - 2.7%
- 0 Unsure - 3.5%
Your department/center/administrative unit chair/director?

- 5 Always: 34.5%
- 4: 31.0%
- 3 Sometimes: 20.4%
- 2: 7.1%
- 1 Not at All: 2.7%
- 0 Unsure: 4.4%

Does your supervisor encourage you to participate in professional development opportunities?

- 5 Regularly: 21.2%
- 4: 25.7%
- 3 Occasionally: 23.0%
- 2: 14.2%
- 1 Never: 14.2%
- 0 Unknown/Unsure: 1.8%
Have you taken a class for professional development?

- Yes: 61.1%
- No: 38.9%

Why did you take the class?

- To aid my everyday work: 66.2%
- For my own personal interest: 4%
- Long term development: 45.6%
- I am pursuing a degree: 25%
- Other: 2.9%

"Other" Answers:
- to aid in occasional duties on the job
- all of the above
I am able to use my accrued vacation time.

How often in the last year have you NOT been able to use your accrued vacation time?

What are the major obstacles in being able to use your accrued vacation time?

By "not being able to use my accrued vacation time," I mean that I have accumulated more of it than I can use. Even after I take my three-week vacation next summer, I may still have more than 200 hours of vacation time left over. This was fine with me until the University changed the vacation rules so, instead of paying me my vacation pay if I leave, the institution will deposit it as a benefit into a pre-tax health expenses account. This is worthless to me because I am healthy and don't even have such an account. I would like this rule changed back to the way it was before: vacation pay means money, not a cost-saving dodge for the University. Otherwise, I am happy to work here.
My supervisor creates unreasonable obstacles related to requesting and receiving approval for vacation. Recently, she would not allow a colleague to take 1 day off during the holidays even though my colleague had just completed chemotherapy and begun radiation treatment. As for myself, I was allowed 2.5 days of my 5 days requested and that was not without numerous written justifications and requests. It also took nearly a month to receive approval, which severely hindered my travel plans.

The only time last year that I requested three days vacation time was during the holidays. My supervisor believed the department's work was primary and so turned me down. That is ridiculous.

During Christmas time, I was told that my vacation day of Friday, January 2 was back on the table for consideration, even though, it was discussed and approved back in September. After the director revised my contract, she approved of my one day vacation request. However, the director denied another staff's vacation request.

This has only recently become a problem since Julie Slapp went out on a Medical Leave and Sanoa Hagen is no longer here. Even taking a single day off, such as for the symposium or for a class, puts me behind on Billing and/or Procurement duties.

I think I've lost vacation time four times, but it may have been more. I didn't realize I wasn't accruing until a while after it happened. I try to use what should be reported as sick time as vacation time just so I don't "lose" the vacation time. It's causing a problem in that the sick time may soon accrue to vacation time. It's a never-ending circle. Heavy work load with no back up, deadlines, demanding faculty and department chair are some of the reasons I've not been able to use my time.

The times when I would like to take more vacation coincide with high work levels for my position.

The major obstacles have been two fold...one is the pressure my department has been under from CEHD and the University to develop multiple programs at the same time which has been a tremendous amount of work and then my commitment to doing a good job. I have a lot to do and I want to do it well.

I am not afforded the same inquiry and/or facilitation that I am required to provide my subordinates as it relates to managing workload. Almost all of the inquiry and/or facilitation comes at my request. Having said this, when I do request assistance or facilitation, a response, albeit not always helpful, is provided.

We seem to go from one major change or crisis to the next. No back-up support for my position.

Are you given the opportunity to work a flexible work schedule?

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- Yes - 51.8%
- No - 48.2%
I receive compensation commensurate with my job responsibilities and performance.

I receive compensation consistent with others who have similar job duties at the U.
The Regents scholarship is one of the best things about working at the U.
I was just planning on applying to a master's program when I recently found out that regents is going to be cut to 75%. It is unlikely that I'll pursue a master's at this point as I won't be able to afford it.
I use the Regents Scholarship and love it! I believe it is the only I could get my master's degree, which I am pursuing.
Please continue the Regents Scholarship. It was one of the deciding factors for me to return to a job at the University of Minnesota. If I were to lose that benefit, I would probably find a job elsewhere, because the benefits I reap from the Scholarship, make up for the lack of comparable pay for similar jobs in the area.
The Regents Scholarship is a wonderful benefit and I am worried that it may be discontinued due to the recent budget issues.
It is difficult to compare similar jobs to mine because they are under different job titles and unions. I make thousands less than other staff doing the same job duties - they were hired more recently at higher salaries. What recourse do I even have to deal with this situation? Who in management would even care?
I am unable to shuffle my time in order to take classes with Regents Scholarship, as I know that time needs to be personal and not on work time.
If the Regents Scholarship program were dissolved, I feel it would be one of the all time biggest mistakes the University could make. I have made use of the program as have many of my current and former coworkers. I in fact have been thinking about starting to work on my bachelors program again. It gives us all a reason to continue on working at the U and in some situations has been the driving force behind students/staff moving into higher level positions and expanding and sharing their expertise/talents with other staff/students/professors. Please do not discontinue this program.
The Regents Scholarship is one of the primary reasons that I work, and will continue to work, at the University for many more years. Feeling that it's important to the University that I meet my personal academic and professional goals is hugely important to me!
Something I've heard from administration: "Sorry things didn't work out the way you expected" which in reality was we told you one thing, now we're telling you something different in regards to job classification and salary.
MOST Universities that I know of ALSO offer free tuition to immediate family members (spouse, children) as well! I think it REALLY stinks that not only does the U of MN NOT DO THAT, BUT ARE TRYING TO TAKE IT FROM EMPLOYEES!!
The Regents Scholarship Program should stay in place. Many businesses outside the University of Minnesota reimburse their employees for taking classes to earn a degree. It is a moral builder and keeps core people here at the U of MN. It also helps with team building and keeps present staff here.
folks need to watch their attitude of classism and educationism....Degrees matter but others with fewer degrees and yrs at the U also have good ideas and are intelligent just the same. I have said things at meetings and people don't listen then a "higher" up person says the same exact thing and everyone listens and is engaged...unbelievable!! Also people with short term positions lend ideas and work on things with people with long term positions tend not to get credited for their contributions to ideas, on projects, in initiatives...that needs to stop and the culture of educationalism fed by academic career ladder climbing needs to be addressed.
I was a recipient of the Regents Scholarship program for two academic years (FY 03/04; 04/05). I found it to be extremely beneficial to my financial needs.
What is the Regents Scholarship program and where will I find out more information?

I think it is a very important program and should remain a part of the employee benefits.

I think it's a great benefit—but not something I'm interested in taking advantage of at this time.

The director has made it clear that she can deny taking vacation.

Most faculty are respectful; however, there are several who are not and expect preferential treatment and think they are exceptions to rules and guidelines because they are professors. I cannot take time out of the workday to take Professional Development Classes.

I think this benefit allows employees to grow and be engaged in the place that they work.

I love the Regents Scholarship!

I'm not aware of many professional development opportunities for my particular job classification. If this information is available to my supervisor or other personnel within the college, I would like to see more advertisement or promotion of it.

I came to the University specifically because of the Regents Scholarship program and completed my undergraduate degree under that program. I know that it helped me in career advancement. I think it's one of the most important benefits here at the U.

The Regent's Scholarship is an important benefit if I were to take advantage of it.

The Regents Scholarship is an important benefit, but not one that I can really take advantage of right now.

My supervisor agrees that I'm due for a JEQ and I'm not in the appropriate job class, but I get the sense that he and/or central HR are unwilling to reclassify me because then I'll cost more.

I don't have enough information about compensation to know if my pay is consistent with other or commensurate with my job.

I think that my compensation is fair, but I wonder why I am in a bargaining unit position, when others in different colleges with similar or even lesser job duties are in Civil Service positions.

I feel that managers can have an intimidating influence over who feels comfortable using their Regents benefits and who doesn't. If you have a boss who glowers when you mention it, since their approval is required to take classes, it is essentially not a benefit for you.

It's just impossible to take classes when I need to be in the office all day.

I see the Regents Scholarship as a HUGE benefit of working at the U of MN!

The Regents Scholarship program is an excellent benefit and one that should be actively fought for continuation when challenged by central to discontinue.

The Regents Scholarship is what keeps me at the University. I have paid for most of my undergraduate education, and ALL of my graduate education (working on a Ph.D.) through the Regent's Scholarship. This benefit is worth so much more to me than just the money to pay for school - it shows me that the University, my supervisors, and colleagues want me to learn, grow, and develop additional skills and knowledge.

How do you receive information about what is happening in the college?

How do you receive information about what is happening in the college? - 114 Responses

- Email: 95.6%
- Word of Mouth: 9%
- Staff Meetings: 8%
- Meeting Minutes: 7%
- Supervisors: 6%
- Flyers: 3.5%
- Online Newsletter: 2.5%
- Dean’s Briefs: 2.5%
- Burton Briefs: 1.5%
- Other: 1.5%

“Other” Answers

Friends on campus and students

MSW Students

There is information being shared in CEHD?

CEHD Inside/Out blog
What would be your preferred method of communication for receiving general collegewide information?

- E-mail: 87.6%
- Word of Mouth: 8
- Staff Meetings: 30
- Meeting Minutes: 22
- Supervisor: 11
- Flyers: 26.5%
- Online: 3
- Dean's Blog: 14
- Burton Brief: 40
- Other: 1.6%

Other Answers:
- College intranet

Do you find the Burton Brief useful?

- Yes: 74.3%
- No: 25.7%

Suggestions for other information to be included in the Burton Brief:

I find email newsletters very hard to read. A paper copy available to those who need it would be nice - but then I guess I could just print out the email as well...
Actually one of the problems I have is that I find out information via the Burton Brief that was never communicated via my department. Although the Burton Brief is informative, it is not always timely. I have often heard the information in another manner already.

Green tip focusing on green ways to help the College save money - I have talked to Terry Anderson about this.

How the search for a permanent dean is going When asked to provide feedback about new or possible changes (such as the closing of the Graduate School, or the budget issues), offering a few ideas. Often, I would like to provide feedback, but I don't know of any possible changes. Offering a survey with options to rank 1-5 in terms of importance to me or the strength of my opinion would be an idea for changing the current structure for giving feedback.

I'm sure the Burton Brief is fine, there are just too many newsletters out there and websites that I don't always read the Brief.

The Burton Brief has little information (except budget - the CS/BU employees will be among the first to sacrifice) that applies to CS/BU employees.

I liked that celebrations were included recently. I'm sure there are lots more of them; it would be great if we knew to whom we could send that information.

This is a good communication method.

Listing who gets grants and some info about them would be interesting. Listing faculty or instructors who have the top student credit hours each term might be illuminating.

It's all about the faculty and their research. Never anything about C/S Bargaining Unit Employees.

I haven't honestly taken the time to read the Brief - perhaps I would find it useful. FYI- I wasn't aware of the Dean's Blog.

CEHD is many buildings and programs and the Burton Brief seems to cover a very limited amount of information. It almost feels selective at times. A CEHD Brief may be more appropriate.

Comment: I've found that Dean Quam's Burton Brief's have been very informative. They are more clear and forthright than past Brief's. I enjoy receiving them :)

Does your workgroup have regular staff meetings?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily</td>
<td>29</td>
</tr>
<tr>
<td>Weekly</td>
<td>27</td>
</tr>
<tr>
<td>Monthly</td>
<td>27</td>
</tr>
<tr>
<td>Quarterly</td>
<td>6</td>
</tr>
<tr>
<td>Yearly</td>
<td>1</td>
</tr>
<tr>
<td>We do not have regulars</td>
<td>29</td>
</tr>
<tr>
<td>Other</td>
<td>13</td>
</tr>
</tbody>
</table>

"Other" Answers

Biweekly
It depends on the need; currently we're having them weekly but often, it's only quarterly or so.
we meet sometimes weekly, sometimes monthly periodically
as 'needed' per management need (collaboration not encouraged!)
End of the semester retreat
meet once per week, every other week
Usually as time allows, so it varies
twice a month
I have regular weekly meetings with my subordinates. The only meetings I have with my direct report are at my request.
Do you attend collegewide meetings?

- Yes: 52.6%
- No: 47.4%

What keeps you from attending collegewide meetings?

- Too busy: 58%
- Not interested: 36%
- Other: 30%

"Other" Answers:
- I have a front office position, so it is hard to get away for meetings
- Information not applicable/interesting
- Discouraged/Not allowed to attend
- Location/time not convenient
What, if anything, keeps you from attending staff meetings?

**Other** Answers

My direct report does have regular meetings with staff. However, without fail, 99% of the meeting content is not relevant to my work or areas of domain.

I am not invited to department staff meetings

Time allowances / Conflicts

sometimes the work needs to be completed to meet a deadline

I feel my future employment at the College is secure.
I feel positive about new opportunities in my department/center/administrative unit.

I feel positive about new opportunities in CEHD.
I feel positive about new opportunities at the University.

- Strongly Agree: 3.6%
- Agree: 8.2%
- Somewhat Agree: 20.9%
- Somewhat Disagree: 33.6%
- Disagree: 25.5%
- Strongly Disagree: 8.2%

How likely are you to look for another job during the next 12 months?

- Highly Likely: 16.7%
- Somewhat Likely: 22.8%
- Somewhat Unlikely: 20.2%
- Highly Unlikely: 24.6%
- Unsure: 15.8%
How would you rate morale in:

Your department/center/administrative unit?

In CEHD?
How would you improve morale?

The cuts I'm seeing affect only support levels. We're being asked to do more with less. At the same time I keep hearing that faculty & P&A can't do any more than they are now - is this fair?

It would help if everyone, at all levels, were held to the same policies, procedures and practices. My experience is that the higher up you go in the U of MN food chain, the less likely accountability is enforced. Can some rewards be provided for productivity, rather than a subjective notion of how well folks feel about themselves and their work. Folks should be expected to and held accountable for doing a good job. The reward for doing a good job is your paycheck. Exceptional work should be acknowledged and provided with a trip to the French Rivera.

Have people learn to respect each other more, as individuals and for the work they do.

Jean Quam's inclusive and reality-based leadership style has already improved general morale in the college. (Go, Jean!) Our department needs an external review of the leadership. I believe this will reveal staff who are not capable of doing their jobs competently and are keeping the department from functioning well, and causing frustration and low morale among faculty and staff.

Keep staff more updated on moves that are going on.

Potlucks are a great way to improve morale without costing the University any money. When people bring in their own dishes, they feel a certain "ownership" of the event, and it gives people an opportunity to relax and socialize a bit during lunch or after work. A couple of times a year, I think they are a nice way to boost morale.

Continue transparency with our budget situation.

Less talk of budget shortfalls, how to 'make do' with less, etc. Focus on positives, areas of growth, change, and opportunity. ADDRESS ISSUES OF PAY DISPARITY.

Uncertain with these tough economic times.

Job security, advancement opportunities, work better as a group

More openness about departmental move and how budget cuts will affect staff.

1. Job Security would be #1 2. Team building events that staff is encouraged and allowed to attend

Improve communication. Leadership needs to continue to build trust. Work towards a respectful, safe, caring work place. Hold employees accountable for their work.

More communication, more activities

Not fire/lay off people, not make huge cuts, encourage collaboration, encourage everyone to work together during difficult times rather than keep us all in the dark til the axe falls (that is BAD for morale). :( I think that merging three colleges together is difficult and takes time. I also think there has not been adequate training opportunities for staff who have significantly different roles than they used to. I think there needs to be stronger leadership in our department. I also think that once our unit is all together in one space, there will be less breakdown in communication between us.

I don't see a way this can be done until the economy improves and the employment executioner's axe is no longer hanging over the University and college.

It's difficult to keep up morale with the budget situation being what it is. We're still in recovery from the shock of being told we have to move to St. Paul. I don't think there's much of anything that can be done--we just need time for the College to build itself back up and for those of us who are impacted to adjust. Maybe the one thing that could help is honesty and transparency from leadership in CEHD--something I feel like gets talked about but doesn't seem to me to be in practice.

By consistently accentuating the positives in our College as well as in all people within the College, morale will rise.

Its really difficult when the economy is failing and there is no extra money for salary increases. I have to work three jobs just to keep my head above water. The faculty get their raises, but who cares about the CS/Bargaining Unit employees.

Freeze pay of people earning more than $100,000 per year; in place of staff layoffs, enact a 3% paycut for everyone.

Fire a lot of the managers. A lot of upper-level staff are not good with managerial duties and there is a lot of nepotism going around.

Once per month, encourage faculty and staff members to take an extended lunch break together.

Clear communication and decision making from the top. Don't say you are going to do something and then it never happens. You cannot trust what they are doing.

Morale in the college seems to be low. In my opinion, my co-workers like working in our department. However, everyone has had added job duties and everyone is feeling stressed from the added work and uncertain job climate at the U.

Hire more processing staff.

1. Communicate, communicate, communicate 2. promote activities across class boundaries (P&A, faculty, CS/BU)

communication

Consistent communication on the status of budgets, enrollment, reorganizations, etc. that impact the college, departments and centers.

Honesty Appreciation Increased pay for the quality of your job done Don't know. people are fairly unfriendly or high strung so you lose interest in trying.

Reduce uncertainty about budget.

Among office staff - the lowest paid in the department but without whom the department/college/ university cannot function - there should be tangible "thank yous."

Continuation from below: Is workload that unfairly assigned in this college that there are people that have time to do community building activities during work hours? Morale improvement could be accomplished by hiring more employees where they are legitimately needed--to get the work done.

Share information more consistently. It is disheartening to hear how much more information staff receives in other departments.

More information about changes that affect us -- such as the axing of the Grad School. I don't know who knew what when, but the announcement took us all by surprise. Not having details about what this will mean adds anxiety for all of us -- faculty, staff and students.
I think the steps taken by the new Dean Quam have been positive and have started to turn morale around. I appreciated her direct answers to important questions asked during the college assembly; specifically, questions on budgetary cuts remaining permanent or not. She didn't try to give us a roseey picture, she stated the truth in plain terms. I think that type of communication is extremely important. A quick acknowledgement of a question is important also. Even if you don't have the answer, it's important to let the person know that you've heard them and are working towards an answer. Being ignored makes one feel insignificant.

Keep employees more up-to-date on move in the college.

Constructivist efforts, making promises, and keeping them. Takes time, of course, but it can be quite effective.

make sure everyone is thought of when big decisions are being made.

It's tough times right now with a lot of cut backs. I don't know.

Meetings are needed to solve problems. Problem solving improves morale.

There are no perks for a CS/BU worker like there are for other employees in higher employment classes. We are the worker bees but we get no honey.

Job stability, security. Hire more staff so that people are not burnt out.

Focus on the Positive.

I think the uncertainty and budget cuts are hard on everyone albeit necessary at this time but it does take a toll on morale. The communication on this I think has been as good as it could be--usually is forthcoming when things are known.

Assurance of job security

better communication. creating a sense of shared mission & teamwork. less people [non-supervisory] making judgments about co-workers.

Clear communication. About changes happening, asking questions about the work that has to be done before decisions are made. Making the decision anyway not knowing who will take over the work load.

Make sure everyone is treated equally regardless of the job.

The FSO CEHD Meetings are usually conducted by Team Leads, the information given is from their point of view. They seem to look at your title and not what you actually know. I respect every ones title however, my job is very Policy driven. People seem to think you just enter information which is not true. You have to do a lot of research and it takes time to print information out. The departments I service give me more positive feedback than FSO. I have worked several weekends and stayed late, which I do because I care about the people I Service. I appreciate myself even though nothing is ever said. I am thankful to work at the U of M and often I go above and beyond. I don't expect praise from upper management but it would help the morale.

More in-house recognition from Administration--not necessary monetary, but each quarter the department could recognize the work of a civil service/bargaining unit or P & A employee. This can be done at the SSW Council Meeting.

Morale is incredibly low within my department due to a lack of organizational structure, general chaos, a workload that is unbearable, and micromanagement and abusive feedback from the supervisor. My supervisor has made my colleagues cry in the office on numerous occasions. I regularly cry on the way home from work and often suffer severe anxiety at the thought of stepping foot in my office. Everyone in my office is looking for new jobs. My supervisor provides constant criticism that shatters each employee's sensibilities to the very core--you do not feel like your work performance is attacked you feel attacked as a human being. She has a way of turning your perceived strengths into weaknesses. There is a complete lack of positive feedback. It is an extremely tumultuous work environment, especially since this is my first professional experience; I graduated from the U of MN in May 2008 and I had higher expectations for a career at the University and I am sorely disappointed with my professional experience here. Luckily, I have been able to be constructive with my situation by utilizing the University's conflict mediation services.

I think the College needs to look at the ways money is being spent. Many people know about the deficit, but we continue spending money in large amounts. Maybe some of the cost savings could go to the areas that are really struggling with workloads to get things completed in a timely manner, instead of feeling rushed all day every day.

open communication

Given the financial problems in the College, I'm not sure there is much that can be done other than trying to reassure staff about employment.

stop laying people off and give raises.

Substantial raises, even in this economy. We are asked to give up so much and to act as if we like it while the workload increases. Especially after NOT having a successful strike last year. We pick up the bigger portion and still get nothing.

Having a better idea of where we stand with respect to other colleges within the University. Do we do more research than another college, or less? Do we have more employees than CBS?

I would have more team meetings; staff meetings with a purpose and with a networking component. Introduce the financial team, the IT staff, etc. I would have a brown bag lunch, invite a faculty member to talk on a lay person's level about the research they do.

Just continue to reinforce when possible that jobs are secure and make changes as non-threatening as possible.

Replace staff that is leaving.

promote & model a respectful inclusive work environment

I think communication would help. Since we don't have regular staff meetings many of us feel like we never know what is going on except by word of mouth and then you have to filter the rumor from the facts. Lack of communication just builds confusion and uncertainty.

Have assurances that or jobs and benefits that we depend on are not going to disappear.

More communication on the University & college budget.

I'm not sure specific actions can really improve morale at CEHD. The College is simply adjusting to unrealistic expectations that preceded the merger a couple of years ago.

To improve morale in our unit, we would need a new department Chair and assistant to the Chair.
In what kind of community building activities does your department/center/administrative unit engage?

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Activity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theme Events</td>
<td>Potlucks (holiday and/or monthly)</td>
</tr>
<tr>
<td>Adopt a Family (holiday)</td>
<td>Pizza luncheons</td>
</tr>
<tr>
<td>Charity Gift Auction</td>
<td>Chili Cook off</td>
</tr>
<tr>
<td>Secret Santa</td>
<td>Semester lunch gatherings</td>
</tr>
<tr>
<td>Bubble Stomp Party (year-end)</td>
<td>Thursday Treat Day</td>
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<tr>
<td>Oscars Party</td>
<td>Dessert Competitions</td>
</tr>
<tr>
<td>Dr. Seuss Day</td>
<td>BBQs</td>
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<tr>
<td>Election Day</td>
<td>Staff Retreats</td>
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<tr>
<td>Pastry Day</td>
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<tr>
<td>Sunshine/Social Committees</td>
<td>Fundraisers</td>
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<tr>
<td>Birthday celebrations</td>
<td></td>
</tr>
<tr>
<td>Baby Showers</td>
<td>Bowling</td>
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</tbody>
</table>

**NOTE:**
The top response was potlucks, and interestingly, the second most common response was that their department has NO community building activities. Holiday charitable fundraisers and social/sunshine events were the third and fourth most common responses.