



University of Houston Staff Morale Survey: Final Report

University of Houston Staff Council Staff Affairs Subcommittee

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Background and Methodology

- Staff Council's desire to develop more targeted surveys that would provide actionable items.
- 1,146 staff (33%) completed the survey in Nov-Dec 2011.
 - Participants represent every division, college and job on the main campus.

Staff Morale Survey

The UH Staff Council is conducting a staff satisfaction survey to understand the issues related to staff morale. In the following pages, you will be asked to provide your honest opinions about UH as a whole, as well as those about your own division or work unit, supervisor, and job.

This survey is COMPLETELY ANONYMOUS, so there will be no way for anyone to link your responses back to you. The results of this survey will be shared with the university community and used to make UH a better place to work.

Thank you for your participation,

Your UH Staff Council

***These statements are about how you feel at work. Read each statement and decide if you ever feel this way about your job. Then select the word that best describes how frequently you feel that way.**

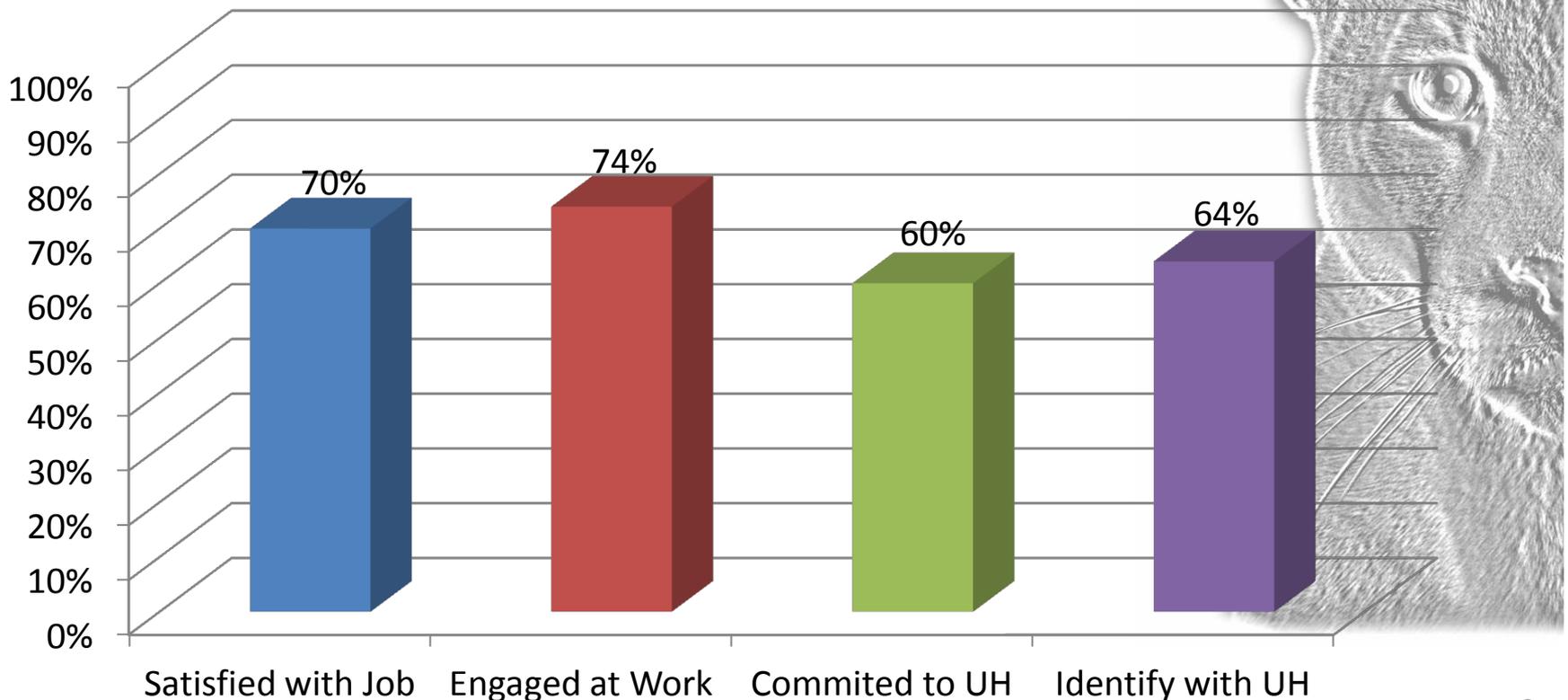
	Never	Rarely	Sometimes	Often	Always
At my work, I feel bursting with energy.	<input type="radio"/>				
At my job, I feel strong and vigorous.	<input type="radio"/>				
I am enthusiastic about my job.	<input type="radio"/>				
My job inspires me.	<input type="radio"/>				
When I get up in the morning, I feel like going to work.	<input type="radio"/>				
I feel happy when I am working intensely.	<input type="radio"/>				
I am proud of the work that I do.	<input type="radio"/>				
I am immersed in my work.	<input type="radio"/>				
I get carried away when I am working.	<input type="radio"/>				

Additional comments



Results 1: Staff Attitudes

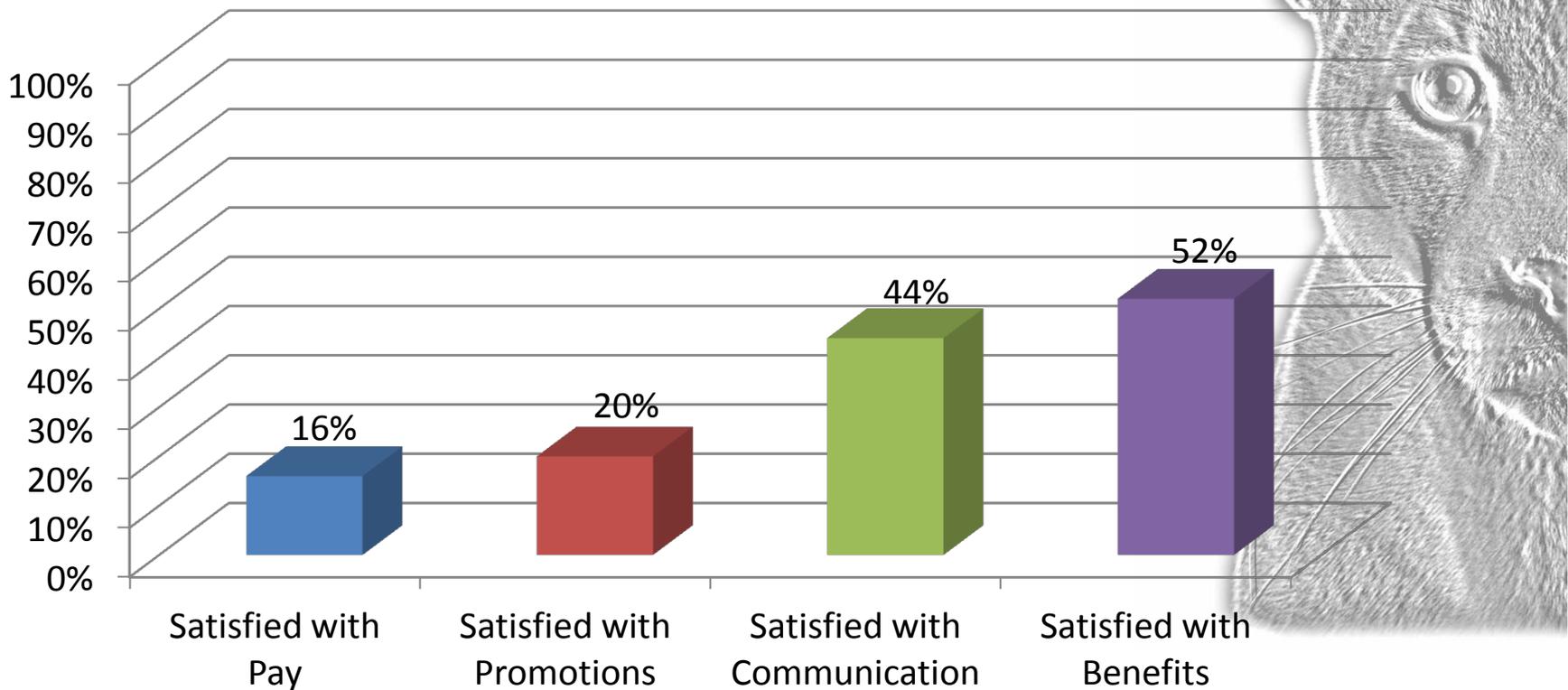
- On the whole, staff attitudes **about their jobs and UH in general** are very positive.





Results 1: Staff Attitudes

- However, staff attitudes toward **specific aspects of their jobs** were less positive.

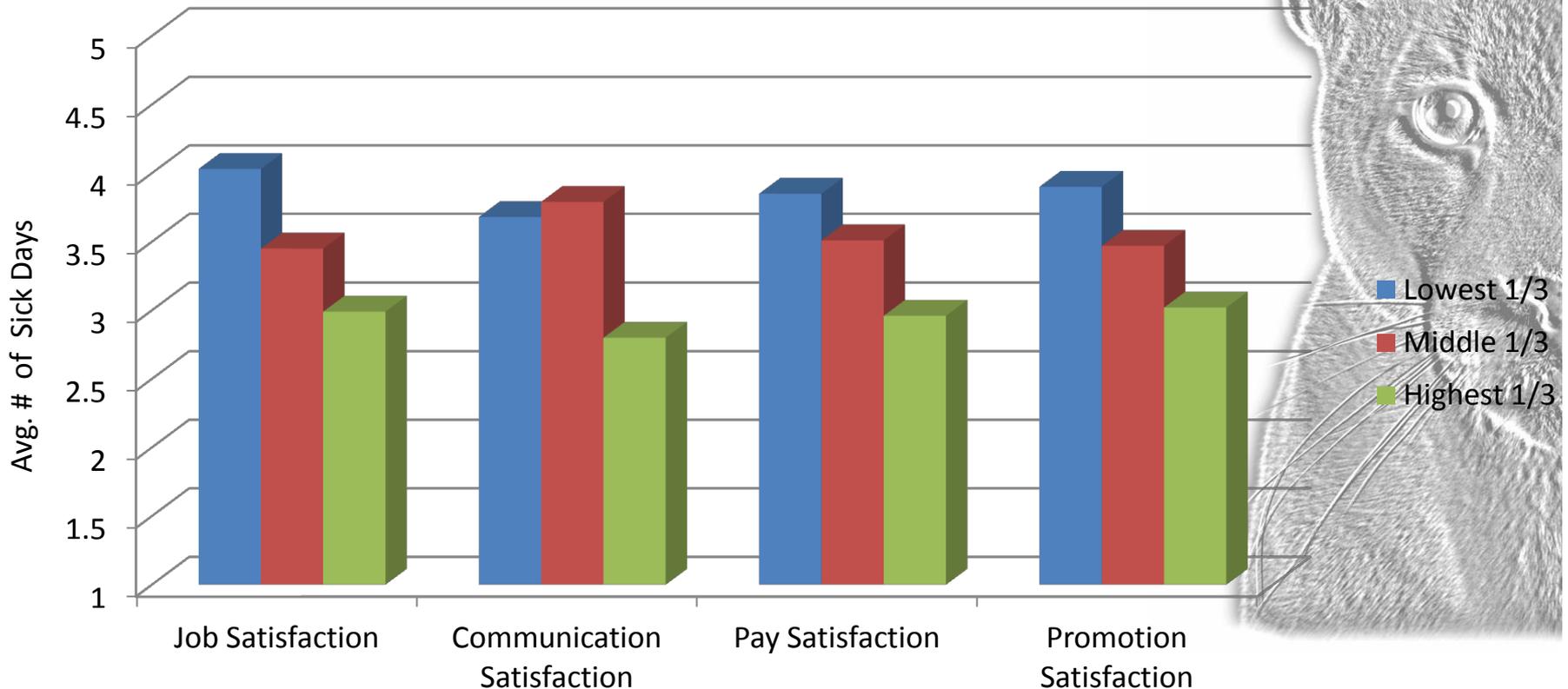




Results 2:

Why are Staff Attitudes Important?

- Staff who are satisfied with their jobs, communication, pay, and promotion opportunities **take fewer sick days.**

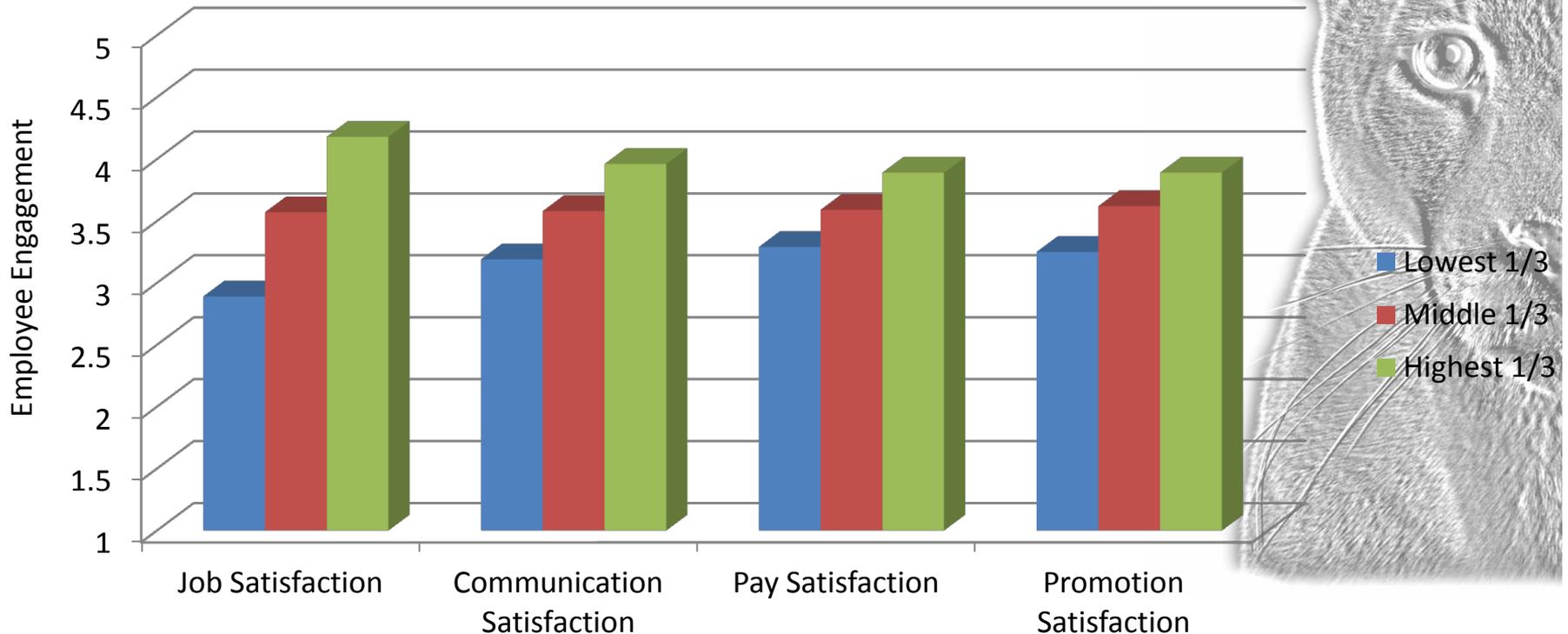




Results 2:

Why are Staff Attitudes Important?

- Staff who are satisfied with their jobs, communication, pay, and promotion opportunities **are more engaged in their work.**

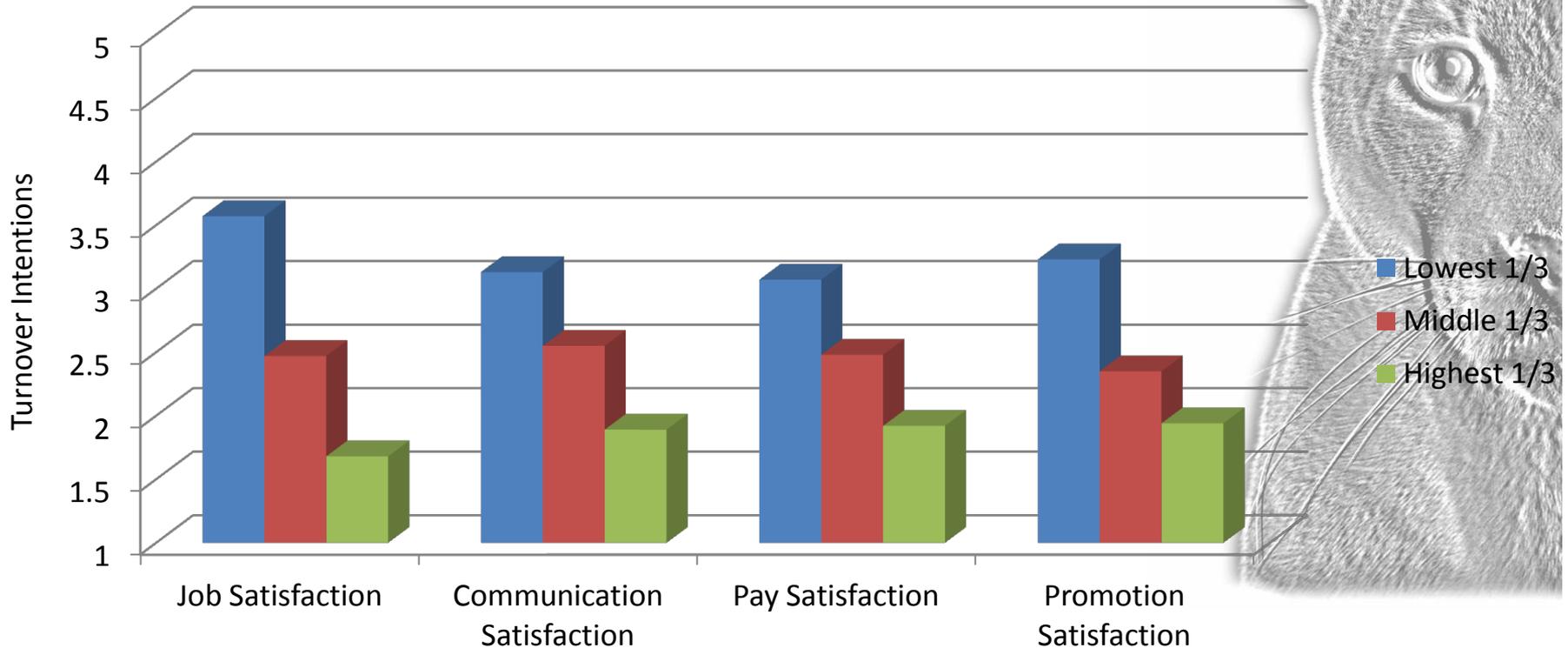




Results 2:

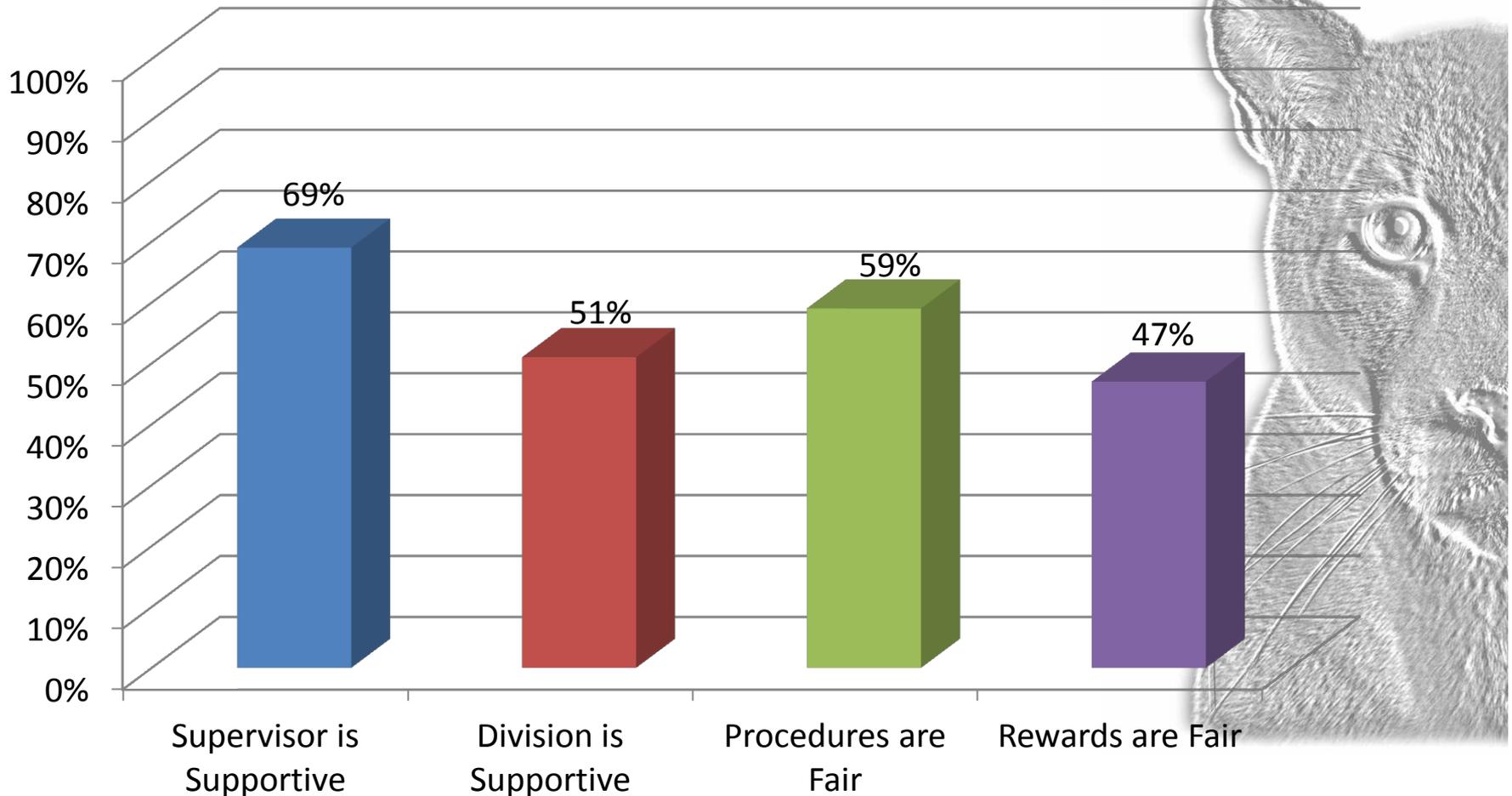
Why are Staff Attitudes Important?

- Staff who are satisfied with their jobs, communication, pay, and promotion opportunities **are less likely to turnover.**



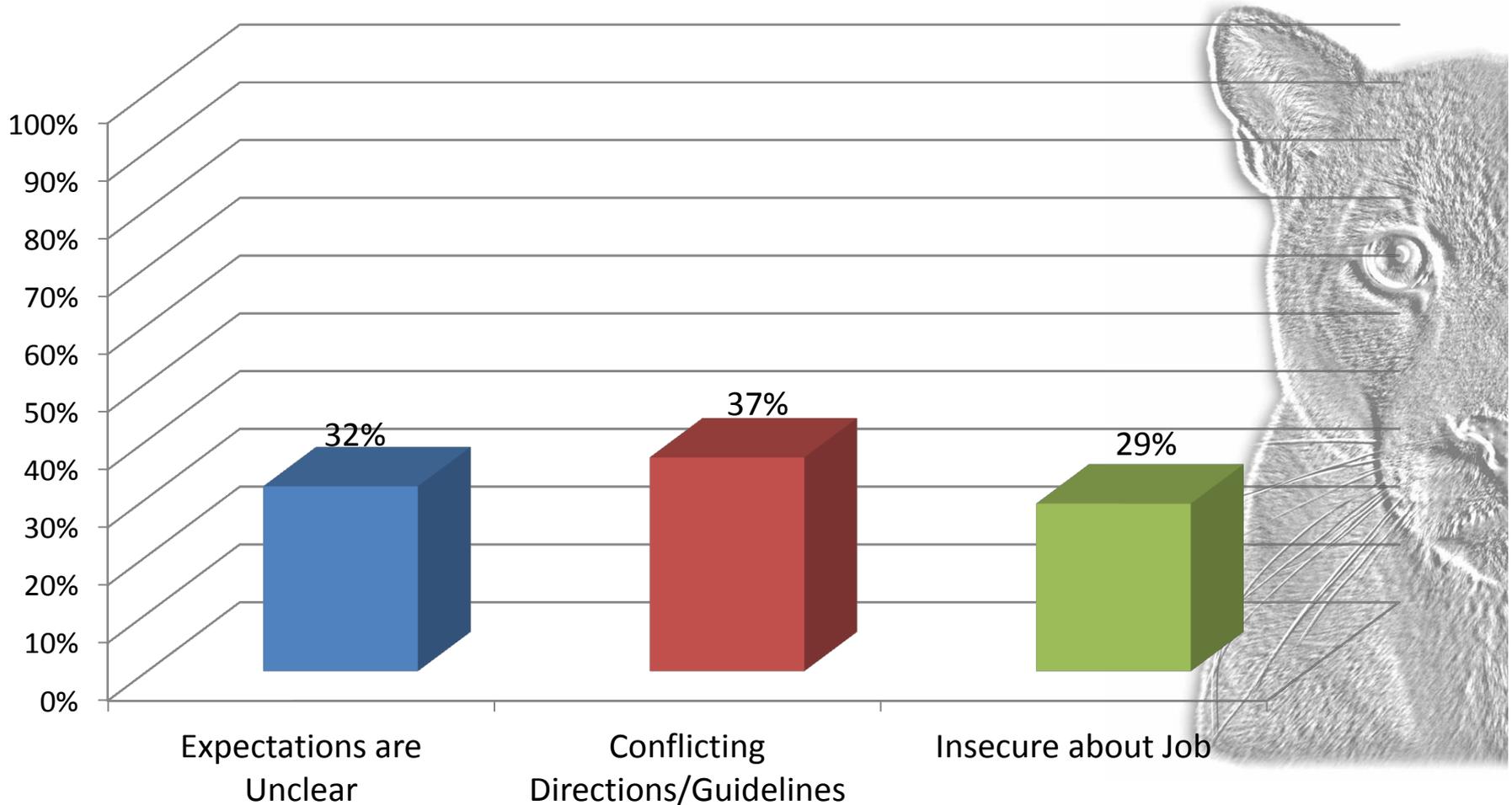


The Big Picture: What is Driving Staff Attitudes?





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The Big Picture: What is Driving Staff Attitudes?

- Obstacles to Performance Top 5:
 1. Interruptions by other people
 2. Rules and procedures
 3. Conflicting job demands
 4. Other employees
 5. Inadequate help from others

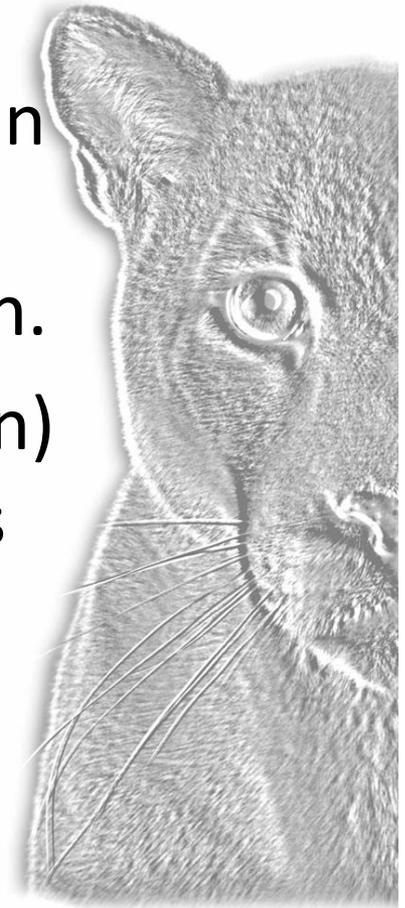




Results 3:

Identifying Drivers of Staff Attitudes

- Survey results indicate that staff are satisfied with their jobs (70%) and UH in general (60%), thus we did not target those attitudes for further investigation.
- Because staff attitudes (i.e., satisfaction) were lowest for pay (16%), promotions (20%), and communication (44%), we conducted additional analyses to examine drivers of those attitudes.

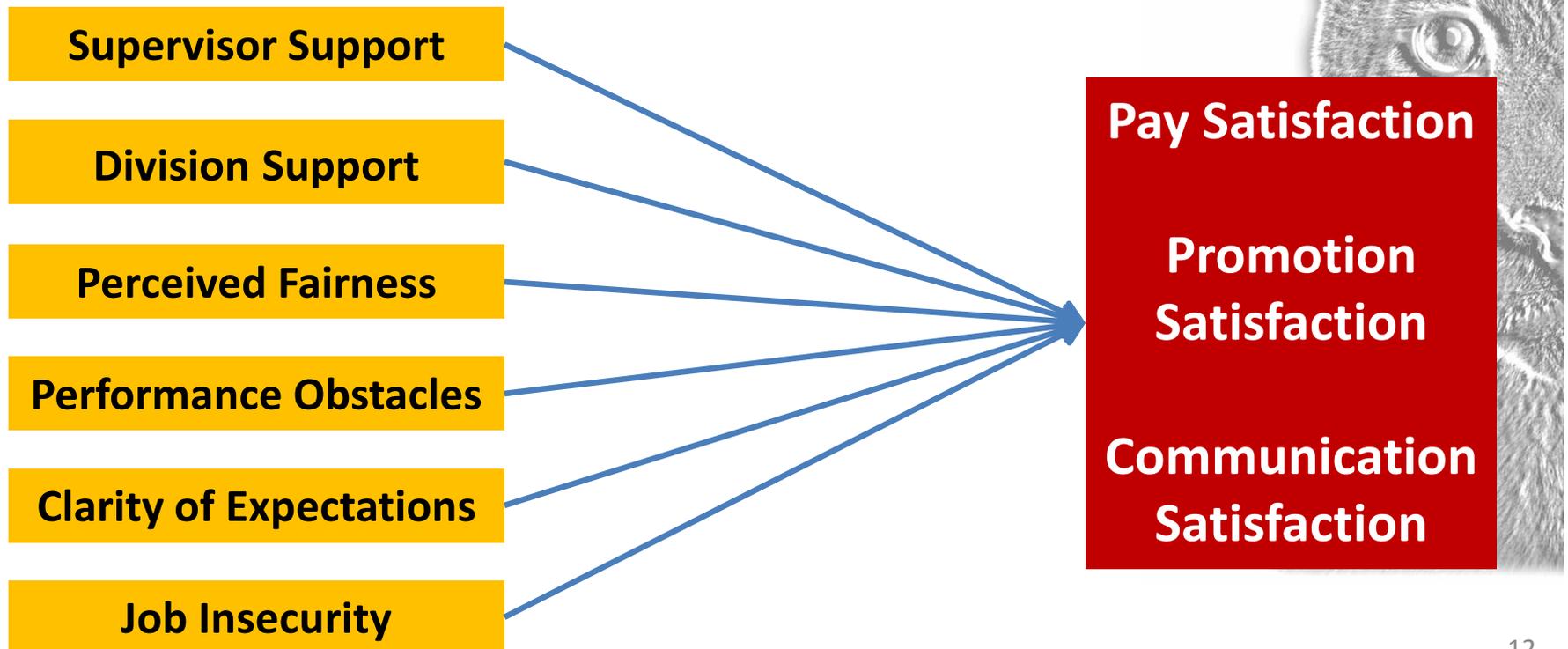




Results 3:

Identifying Drivers of Staff Attitudes

- We regressed the attitude variables onto the work context variables to determine which work context variables account for the most unique variance in staff attitudes.

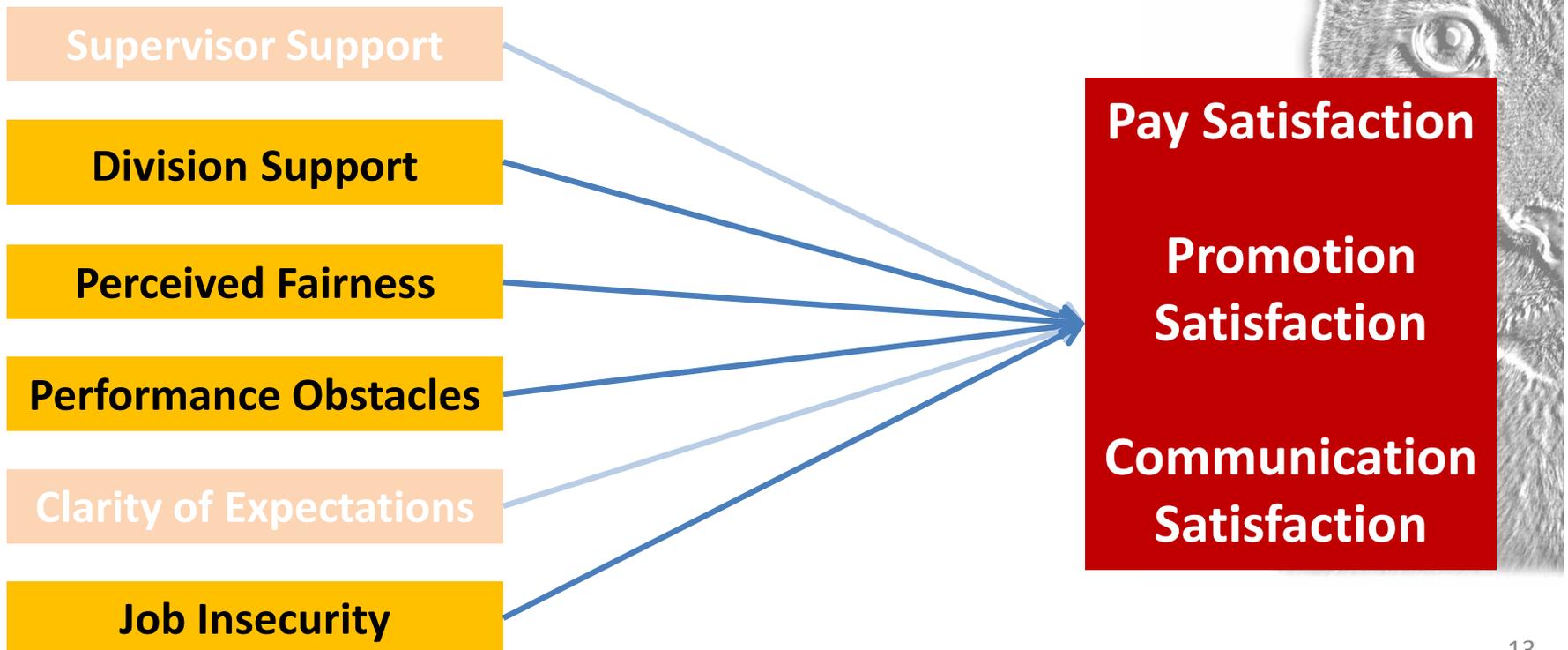




Results 3:

Identifying Drivers of Staff Attitudes

- Four aspects of the work context emerged as primary drivers of staff attitudes.



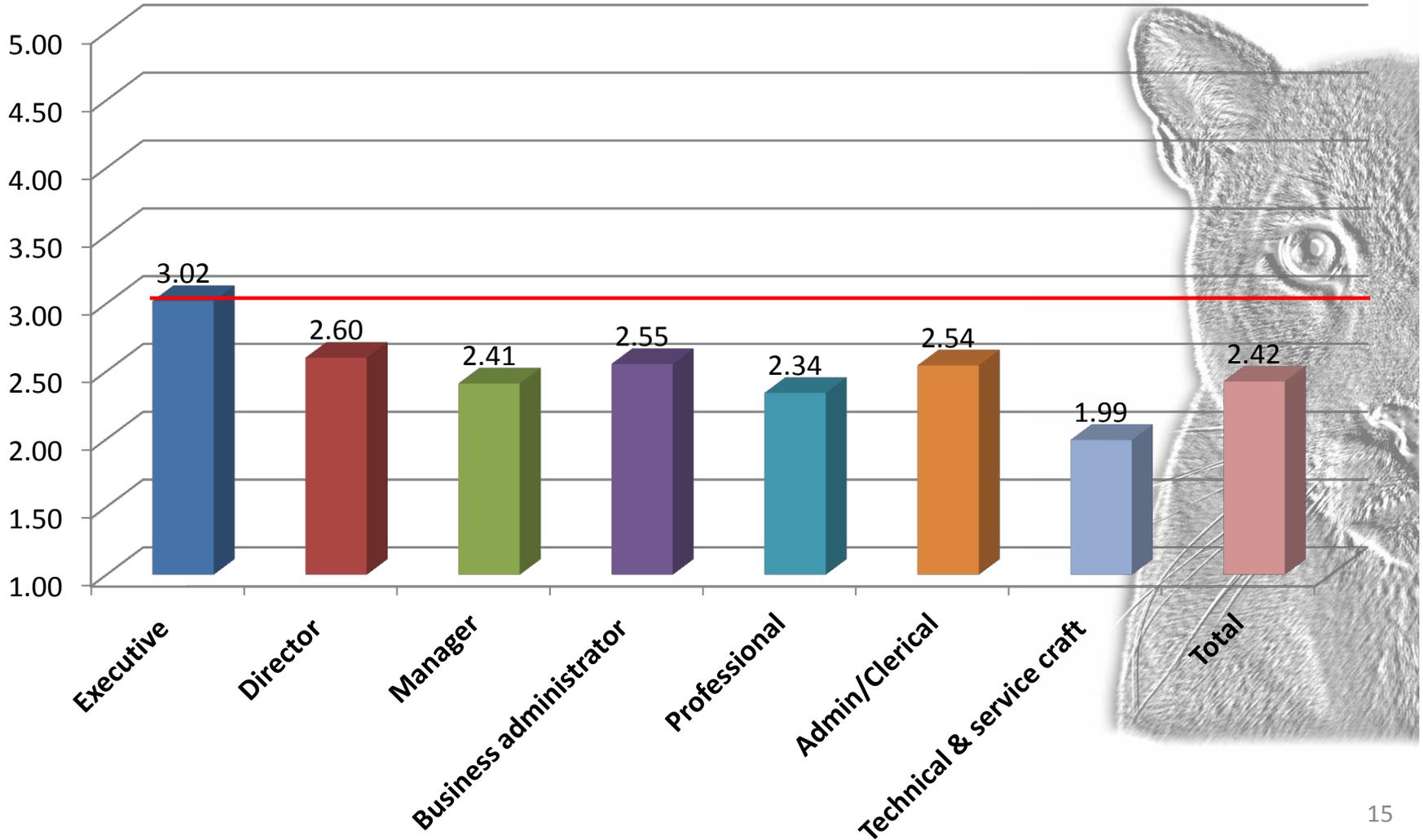
UH Identifying Areas/Jobs to Target

- We intended to compare staff responses across Divisions. However, 33% of staff did not identify their division.
- Thus, comparisons of **staff attitudes were made across job categories** instead (number of respondents in each category is listed in red).
 - Executive (Dean, Assoc/Asst VP, & higher) 14
 - Director (Exec. Director, Director, Assoc/Asst Director) 130
 - Manager (Manager, Assoc/Asst Manager, Coordinator) 152
 - Business Administrator (Division, College, Dept) 51
 - Professional (User Support Specialist, Counselor, Academic Advisor, etc) 367
 - Administrative/Clerical (Office Asst, Receptionist, Front Desk, etc) 239
 - Technical & Service Craft (Electrician, Groundskeeper, Custodian, etc) 105



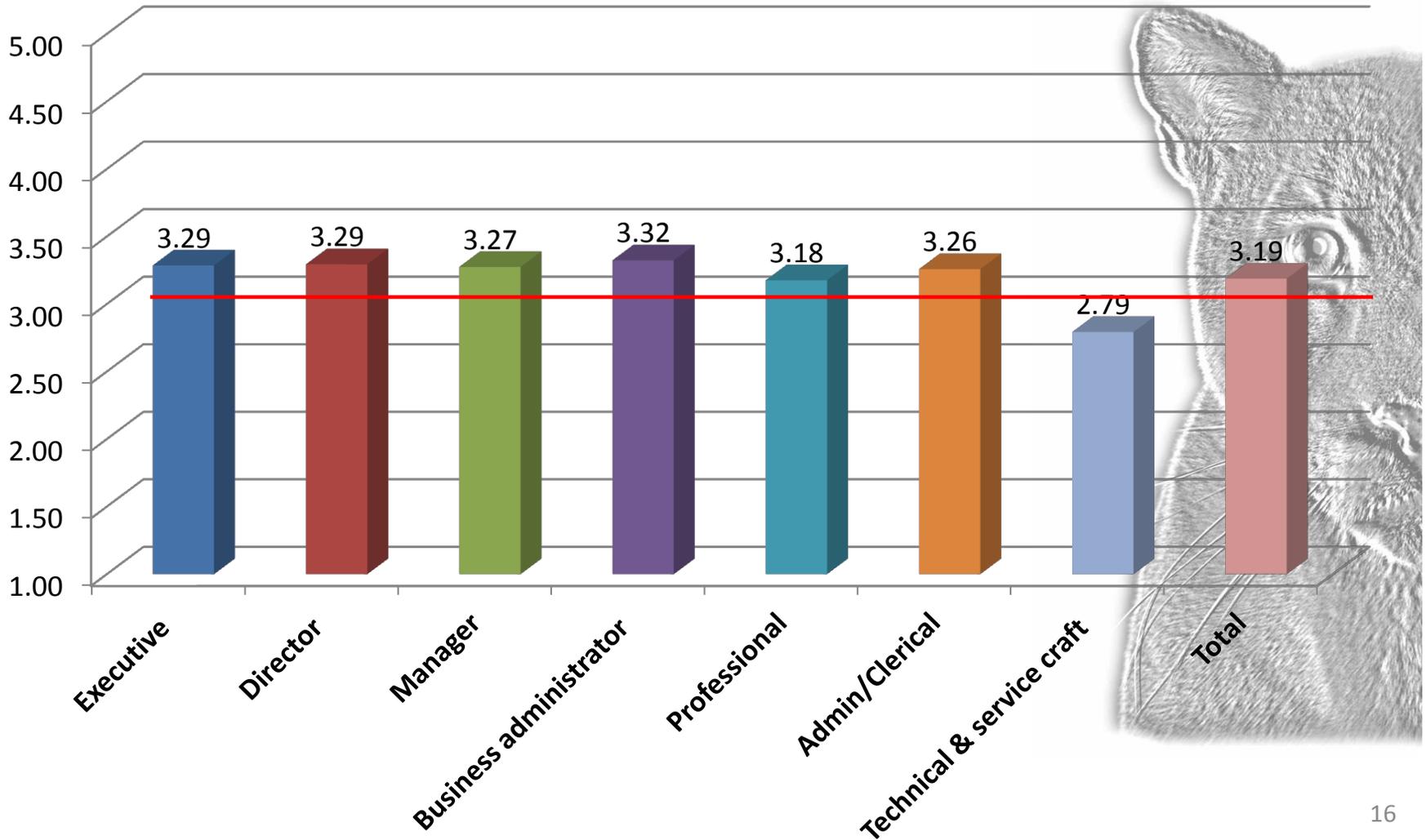


Results by Job Category: Pay Satisfaction



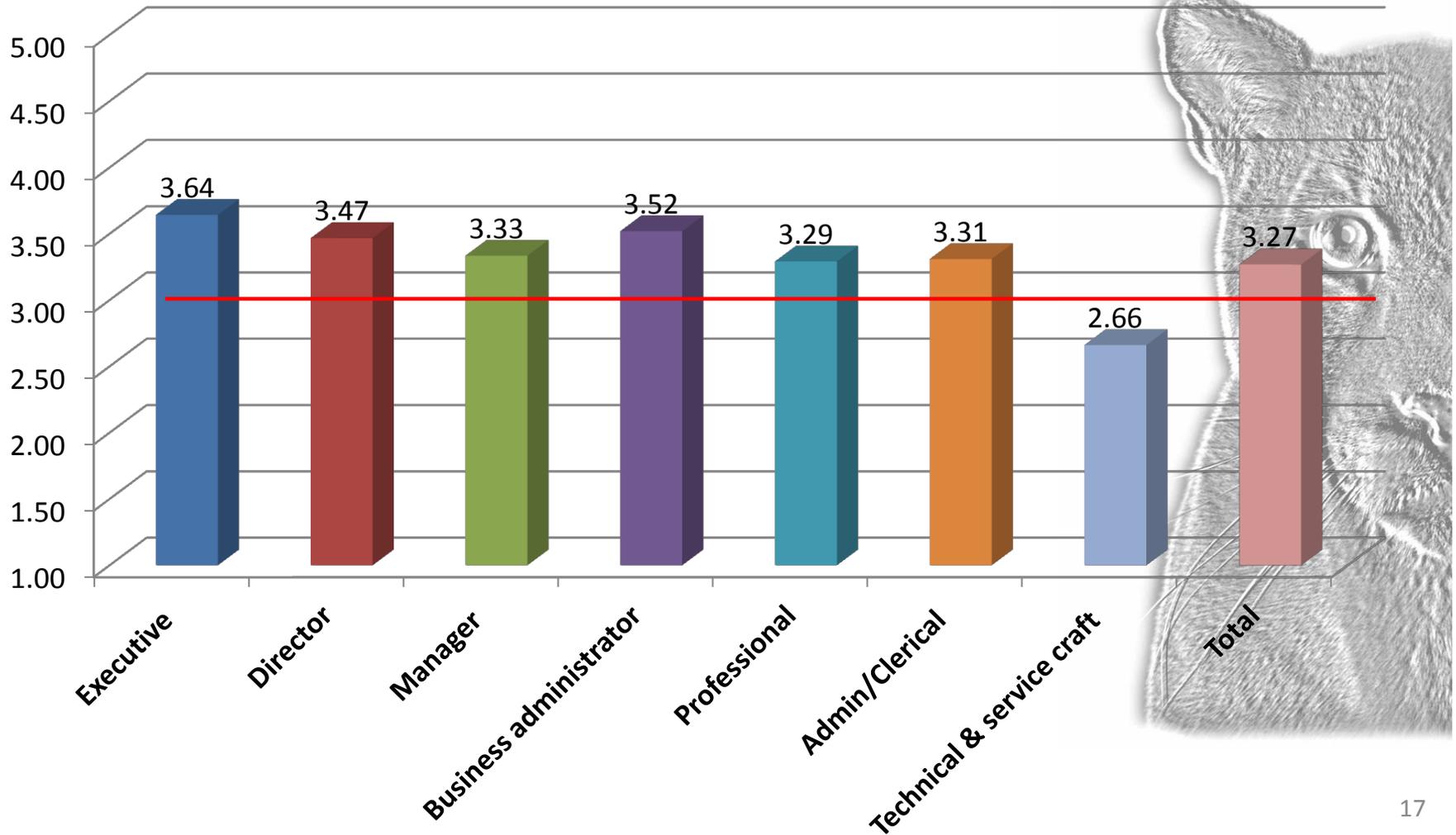


Results by Job Category: Communication Satisfaction





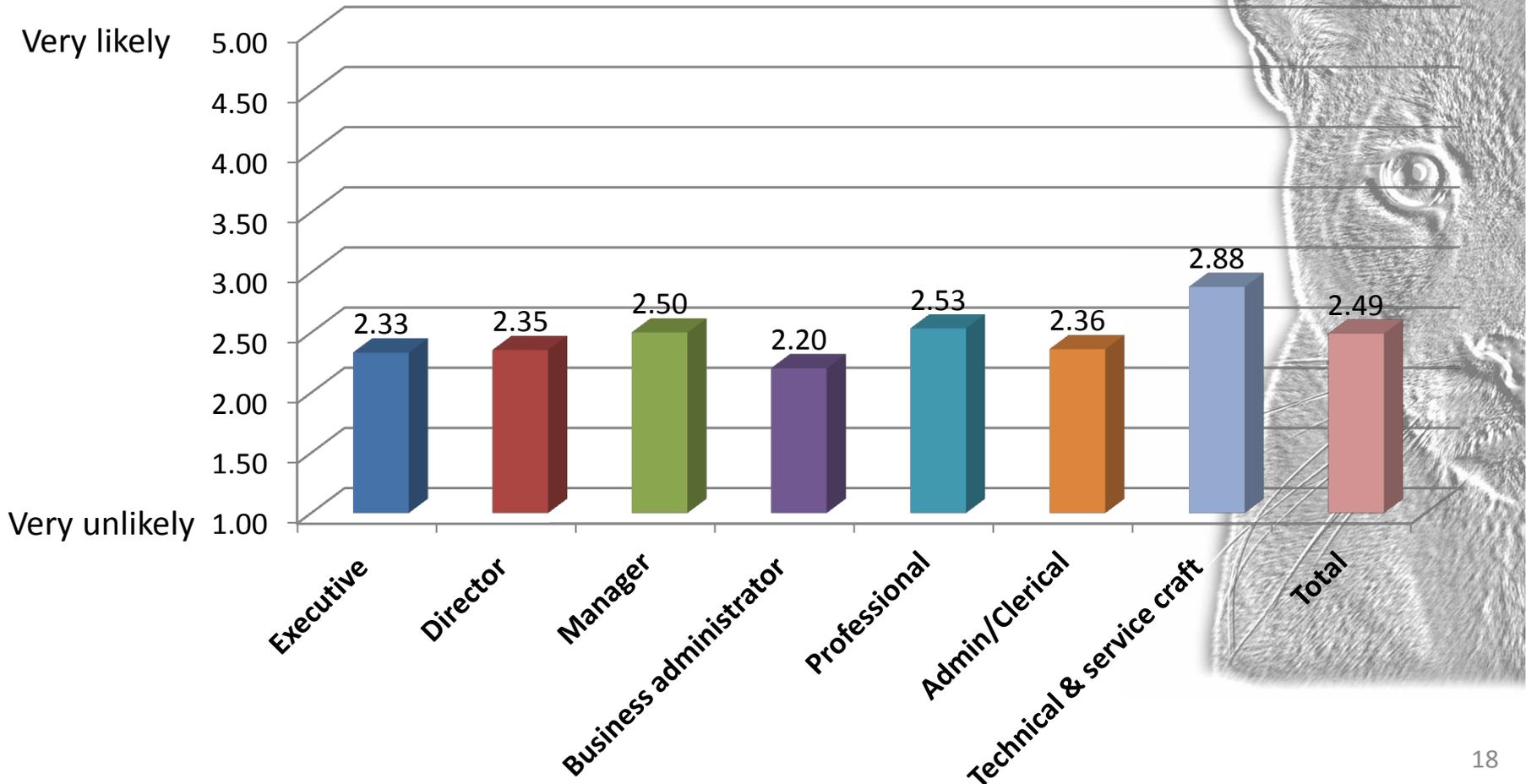
Results by Job Category: Support from Division





Results by Job Category: Turnover Intentions

- Higher scores indicate greater intentions to leave UH.





Recommendations

- Improve communication at all levels (Division, College, Department, Supervisor) in order to:
 - Demonstrate concern for staff well-being and appreciation for their contributions
 - Reduce perceptions of unfairness due to inadequate or inaccurate information
 - Reduce uncertainty about potential changes to jobs or other employment practices
 - Inform staff of the resources available to them to resolve conflict and other complaints through Staff Council, HR, and Ombuds Office.





Recommendations

- Examine training needs of supervisors
 - Staff and faculty promoted to supervisory positions may benefit from opportunities to develop the competencies necessary to be effective managers.
 - Content of training may include:
 - Importance of frequent, clear, open, and honest communication
 - Clarifying performance expectations
 - Effective strategies for performance management and feedback
 - Identifying informal opportunities to recognize and reward staff performance





Recommendations

- Examine administrative rules and procedures for clarity and consistency of application across campus, particularly between interdependent units.
- Monitor the organizational climate for employees working in Technical and Service Craft positions.
 - Issues with maintenance around campus were noted by staff in other areas which suggests that issues faced by those staff may indirectly affect staff in other areas.
- Examine policies used to determine pay and promotions
 - Ensure consistent communication and application of policies across campus.
 - Merit-based pay based on a transparent appraisal system.

