

## UVU's Great University to Work For Initiative

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*Adopted by President's Council  
September 27, 2018*

The 2018 Great Colleges to Work For Survey showed significant declines in several areas of the UVU workplace environment. As followup to the survey, PACE invited staff to share their opinions of the accuracy of the survey results, identify main workplace concerns, provide suggestions for improvement, express what they appreciate most about working at UVU, and provide advice to President Tuminez. PACE summarized the feedback they received and shared that summary with Interim President Olson.

In Great College survey responses, employees expressed strong pride and job satisfaction while expressing concerns regarding faculty, administration, and staff relations; communication; and shared governance. In open-ended Great College questions, employees expressed appreciation for their colleagues, a positive environment, students/making a difference, and benefits. Employees indicated that better pay and benefits, communication/shared governance, issues with other employees, and a better environment/more diversity as areas for improvement.

The value of conducting employee surveys, such as Great Colleges to Work For, is in identifying strengths to continue to strengthen while simultaneously identifying weaknesses and strategies for improving in those identified weak areas. Yet, less than 40 percent of employees believe that senior leadership will take action based on the results of this survey.

### **INTENT**

Utah Valley University strives to create and maintain an outstanding learning environment in which students can succeed. Key to our student success efforts is providing a high-quality workplace in which faculty, staff, and administrators feel valued, respected, trusted, and engaged. Building on our shared commitment to student success and strong appreciation for our colleagues across the institution, faculty, staff and administrators will, over the next three years, work together to identify and implement improvements in four key areas: recognition, compensation, communication, and growth/transformation.

These improvement efforts require leadership and participation across the university and at all levels of the organization. Improvement efforts are already underway in various sections of the organization; many aspects of these issues have been identified in strategic plans and action steps; and, while internal efforts may be made, some of these issues may not fully be within the university's control. Key to the success of these efforts will be regular, ongoing communication and progress reports between Faculty Senate, PACE, President's Executive Leadership Council, and President's Council as well as communication to individual faculty, staff, and administrators through governance bodies and organizational structures.

This UVU Great University to Work For Initiative will strengthen UVU's position as an employer of choice through attracting, rewarding, developing, and engaging Great People with Great Passion working for a Great Purpose.

## **OBJECTIVES AND GOALS**

### **Recognition**

UVU will refine, develop, enhance, and implement employee recognition programs and practices to help people managers create a positive work environment and improve employee morale by acknowledging outstanding performance and extraordinary achievements.

Goal 1. Assess existing employee recognition programs and practices as well as increase understanding of what makes employees feel appreciated

Goal 2: Identify changes to existing and develop new programs and practices for meaningfully recognizing employees

Goal 3: Through ongoing training and communication, ensure people managers at all organizational levels are aware of and utilize employee recognition programs and practices

### **Compensation (Salaries, Wages, and Benefits)**

UVU will review, revise, and communicate its compensation philosophy, compensation funding priorities, compensation practices, and compensation policies to ensure UVU attracts, retains, and rewards high-quality faculty, staff and administrators.

Goal 1: Ensure that the compensation priorities agreed to by the university administration, PACE, and Faculty Senate—particularly protecting jobs and benefits—remain appropriate and rooted in campus consensus.

Goal 2: Expand communication of and access to information on the establishment of base salary/wages, annual compensation overall funding process, and application of annual compensation funding to individual employee salaries/wages/benefits.

Goal 3: Engage with and support people managers' role in understanding compensation practices and in communicating with faculty and staff.

Goal 4: Build on the strengths of UVU's compensation programs by reviewing, revising, expanding, or implementing programs such as merit pay, parental leave, flexible schedules, holiday closure, etc.

### **Communication**

UVU will ensure that communication practices and processes through governance bodies and organizational structures appropriately engage and inform employees of decisions affecting their working environment, workplace practices, and compensation.

Goal 1: Strengthen people managers' (at all levels) communication skills to close communication gaps and provide opportunity for employees to share feedback, input, and perspective in an environment of trust and respect.

Goal 2: Review, expand, and refine communication strategies, methods, and channels to expand and improve information flow horizontally and vertically throughout the university.

Goal 3: Enhance the culture of shared governance, responsibility, and accountability; strengthen awareness and engagement in governance structures including university committees.

### **Growth/Transformation**

UVU will fulfill its mission of meeting regional education needs by actively responding to the economic and demographic transformation of its service region through employing an adequate and diverse workforce, developing employees, and implementing best practices and technological solutions to support and sustain mission-critical programs and services.

Goal 1: Review the effect and efficacy of the current full-time staff to full-time faculty ratio of 1.4:1; revise and/or implement workforce ratios and strategies to respond to employee workload and key service delivery concerns.

Goal 2: Continue to improve the diversity and inclusiveness of the faculty, staff, and administration.

Goal 3: Review, refine, develop, and enhance institutional practices that expand the institution's ability to serve large numbers of students, such as technology solutions, expanded service hours, simplified business processes, and improved onboarding.

Goal 4: Strengthen, expand, communicate, and encourage people managers to support employee engagement in professional development programs and opportunities.