



# Great University to Work For

## 2018-2019 Accountability Report

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**Area 1: 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**

Leaders across the university have actively nominated other employees for Spot and Wolverine Sighting Awards. As a result, 243 Spot Awards have been awarded over the last fiscal year.

Discussions regarding appreciation have begun across many divisions of the university. These discussions often focus on both utilizing the award systems already in place as well as assessing new methods for increasing employee recognition.

Programs focusing on increasing understating of what makes employees feel appreciated have been designed and implemented on divisional and departmental levels. Efforts include applying and tracking the 5 Languages of Appreciation in the Workplace within a given team, sharing TED talks and books regarding leadership and communication, and congratulatory emails expressing appreciation for jobs well done.

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

Leaders have instituted internal recognition and appreciation awards on divisional and departmental levels.

Internal communications are being tailored to emphasize recognition. Leaders have used newsletters or regular emails to recognize efforts and highlight employees. This has also taken the form of recognizing birthdays within a monthly email. One example of such an email including a picture, quote, and what the employee loves about their job.

Less formal communication efforts are being utilized to promote recognition. These efforts have been described as “catching the good” by calling out positive behaviors among each other.

Gatherings are being focused towards employee recognition. Such gatherings include retreats, socials, book clubs, and meetings.

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

Leaders have made a concerted effort to ensure others are aware of the recognition programs. They have done this through divisional meetings, discussions with people managers, and addressing awareness of programs in one-on-one meetings.

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**Area 2: Compensation** --- 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.**

Leaders across multiple divisions have made a concerted effort to understand the factors affecting compensation. This includes collaborating with HR and checking market conditions for salary recommendations.

**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.**

Human Resources made UVU compensation presentations to PACE, various divisions and departments to increase understanding of UVU’s compensation philosophy and practices.

Leaders throughout campus have relied on HR to provide accurate compensation benchmarks. Said leaders have disseminated pertinent compensation information through written communication as well as verbal communication, during annual performance reviews, group meetings, and other appropriate times.

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

Human Resources made UVU compensation presentations to University Executive Council and various leadership teams across campus.

Leaders have ensured regular processes exist to foster continual communication of compensation practices to faculty and staff. These communications occur in trainings, surveys, and meetings focused on job grades, market medians, and job competitiveness.

**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.**

In January 2019, UVU’s Board of Trustees approved a new Medical Maternity leave providing six weeks of consecutive paid lead for full-time employees who give birth.

UVU continued its practice holiday closure in 2018.

Leaders across campus have begun to implement flexible schedules where appropriate. Particular emphasis has been placed on supporting employees with leave and holiday breaks.

School leaders have focused on providing total compensation by emphasizing non-monetary compensation, such as workload and course releases.

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**Area 3: 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.**

A new People Managers Excellence Training program was launched by HR and included training on communication skills.

Special emphasis is being placed on the topic of communication in faculty and staff's professional development. This is done through discussion in one-on-one meetings with leaders, crucial conversation trainings, team communication trainings, and team meetings.

Leaders have developed and are in the process of developing more strategies for communication. The strategies implemented include providing anonymous suggestion boxes and conducting regular conversations to promote a continuous dialogue.

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

Joint efforts have been made to improve UVAnnounce. Leaders have utilized the service and it is currently being assessed for potential improvements.

Leaders are encouraging the consolidation of email volume through use of weekly or monthly internal newsletters. These newsletters promote regular internal communication and reduce quantity of emails without reducing quality.

Regular meetings have been instituted where possible to promote a continuous dialogue. Leaders have made a concerted effort at attending meetings so as to be available for direct questions.

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

Leaders have actively sought collaboration regarding processes and procedures. This collaboration primarily takes the form of committees. Special effort has been made to assist committees in becoming self-driven and to ensure the function of each committee is understood. Leaders are encouraging others to participate with committees.

Faculty Senate has begun a process of evaluating internal policy to clarify roles and enhance shared governance. Leaders make special efforts to provide clarity in the areas of retirement, tenure, and promotion.

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**Area 4: 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.**

Efforts have been made, and continue to be made, in reorganizing jobs to balance workloads and ensure jobs are meaningful. This includes hiring new individuals when necessary.

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

Leaders implement principles of search advocacy to promote diversity in the recruiting process. Search advocacy is taught and encouraged through a training program and by leaders.

Training programs regarding diversity are made readily available and are utilized by leaders across campus.

Diversity has been included as a key aspect of strategic plans and is reflected in university committees as well as hiring committees.

**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.**

College leaders actively consider student accessibility when creating courses and class schedules. They have focused on increasing online courses as well as adapting schedules to meet a wide range of student needs.

Service hours have been increased for departments across campus. Some of these services whose hours have been extended include enrollment management and the service desk.

Through internal evaluation and external consultants, systems and processes are being evaluated and developed. Colleges and departments have taken initiative to address identified issues.

Automation and technology solutions are being implemented where appropriate. This includes, but is not limited to, improving websites, utilizing Teams and OneNote, and integrating LTIs with Canvas.

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

Leaders have set requirements on team and department levels for creating personal development plans.

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Efforts have been made to enhance utilization of resources currently available. Actions regarding resources includes reminders for Summer University, use of PACE funded development, assistance in obtaining research funding, and dedication of time each week for professional development. Leaders have encouraged use of these resources through direct communication and email reminders.

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