

MEETING AGENDA – Administration and Finance

Quarterly Leadership Meeting

1. UH Staff Morale Survey

Dr. Lisa M. Penney

2. Group Activity

Joan Nelson

3. Administration and Finance Updates

Tom Ehardt – Budget & Merit updates

Jacquie Vargas – Clean Up Week

Joan Nelson – Human Resources Updates

4. Progress Card

Dr. Carlucci

5. Wrap-Up

MEETING AGENDA – Administration and Finance

Quarterly Leadership Meeting

Staff Survey Morale Results
Dr. Lisa Penney



University of Houston Staff Morale Survey: Final Report

University of Houston Staff Council Staff Affairs Subcommittee

Pam Muscarello, Marquette Hobbs, Shari Mauthner, Elsie Myers, Ron Gonyea, Sawsan Shatleh, Rebecca Szwarc, Anne Wilburn, B. Renae Milton

In consultation with Dr. Lisa M. Penney

RAs: Tunji Oki, Sara Brothers, Dena Rhodes, Ian Wilson, Lisa Walther, Alec Nordan





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.**

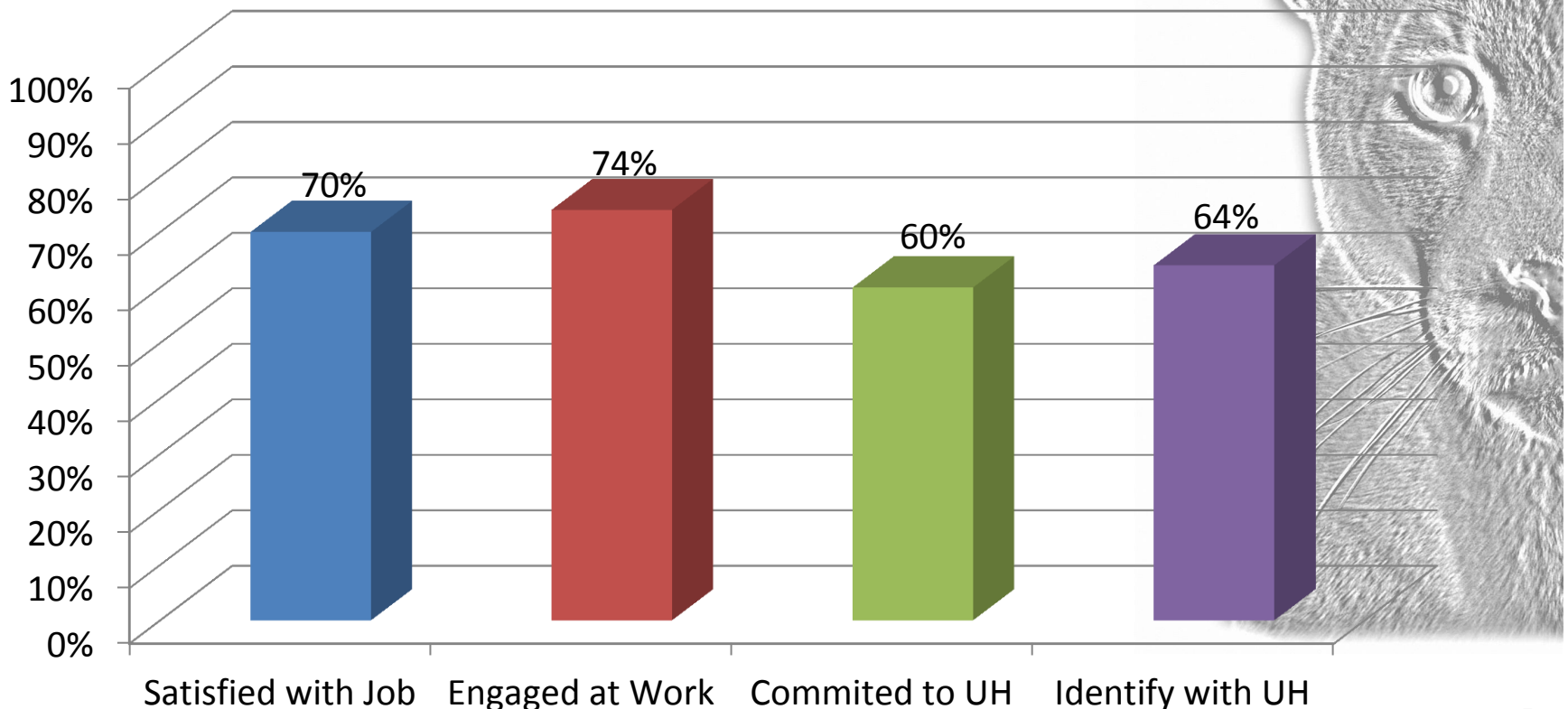
	Never	Rarely	Sometimes	Often	Always
At my work, I feel bursting with energy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At my job, I feel strong and vigorous.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>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

Additional comments



Results 1: Staff Attitudes

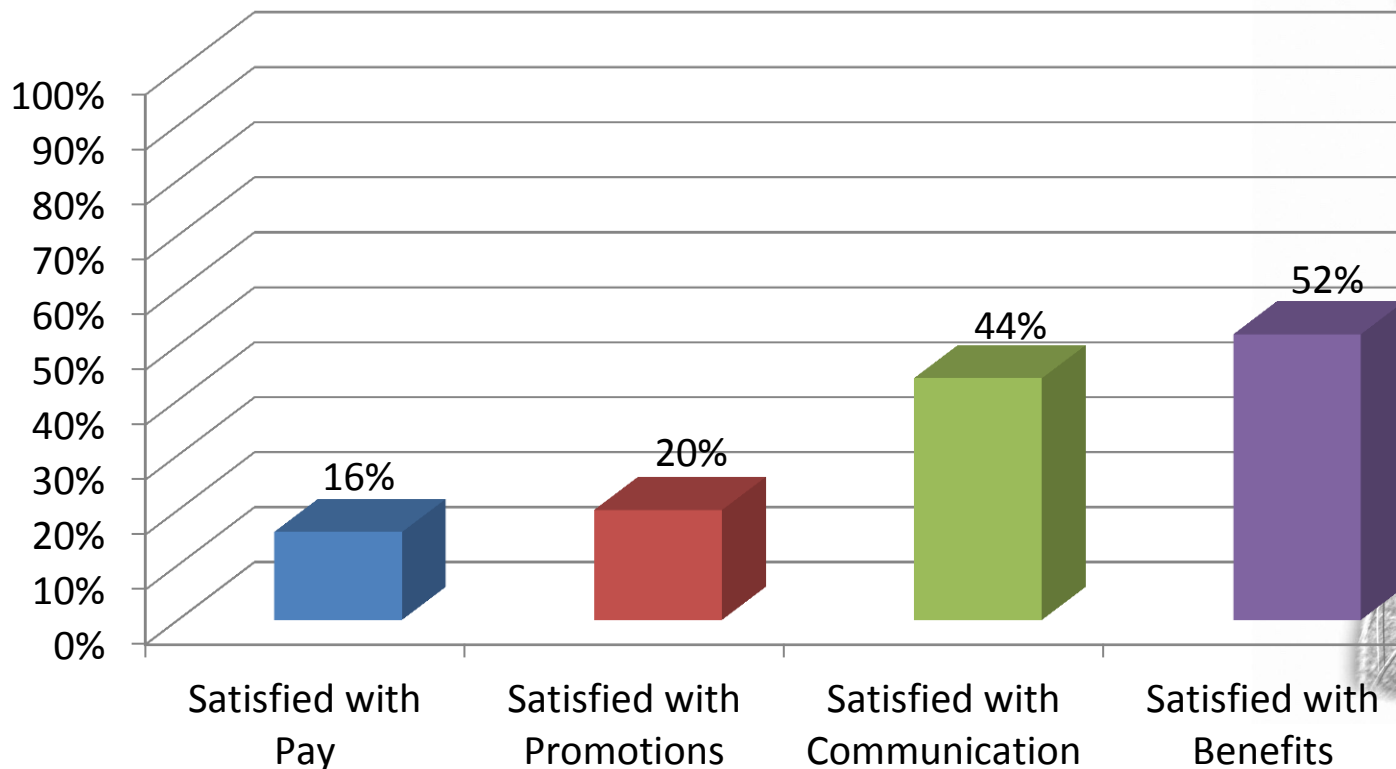
- On the whole, staff attitudes **about their jobs and UH in general** are very positive.





Results 1: Staff Attitudes

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

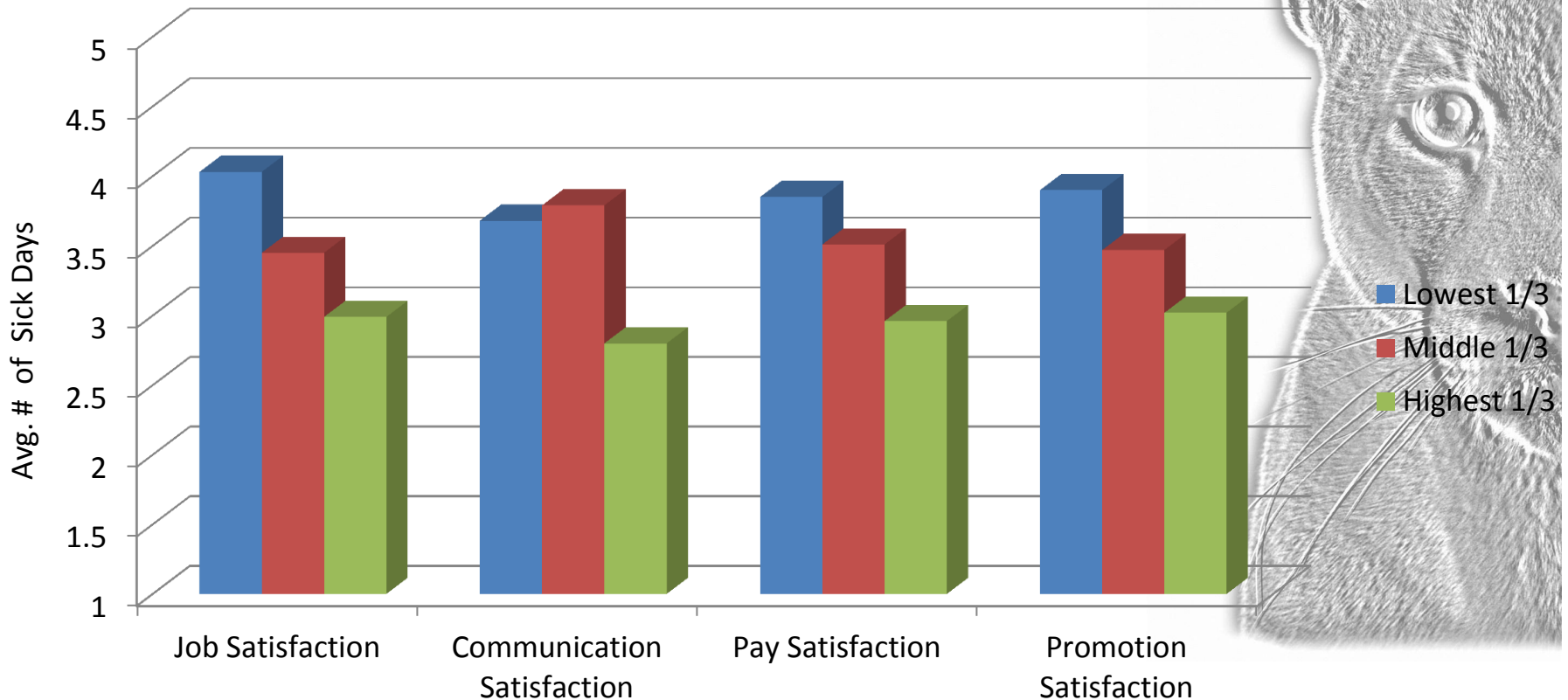




Results 2:

Why are Staff Attitudes Important?

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

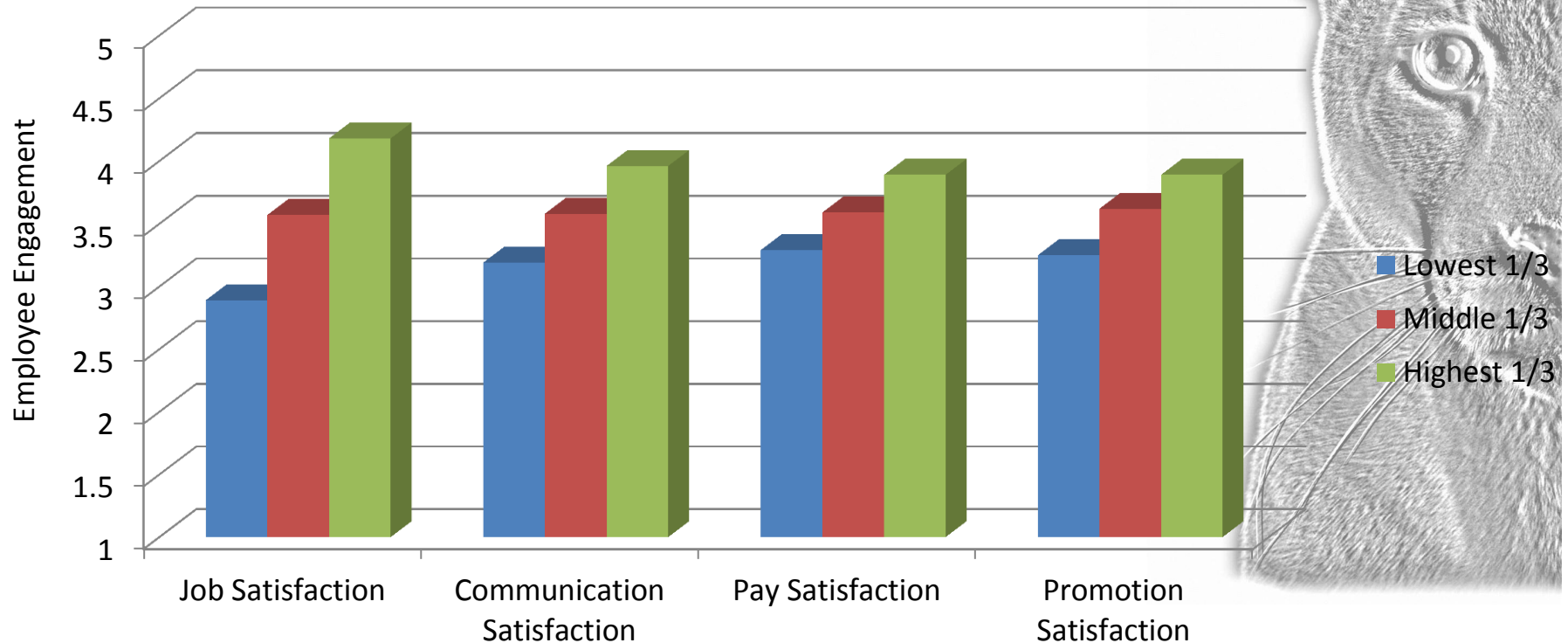




Results 2:

Why are Staff Attitudes Important?

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

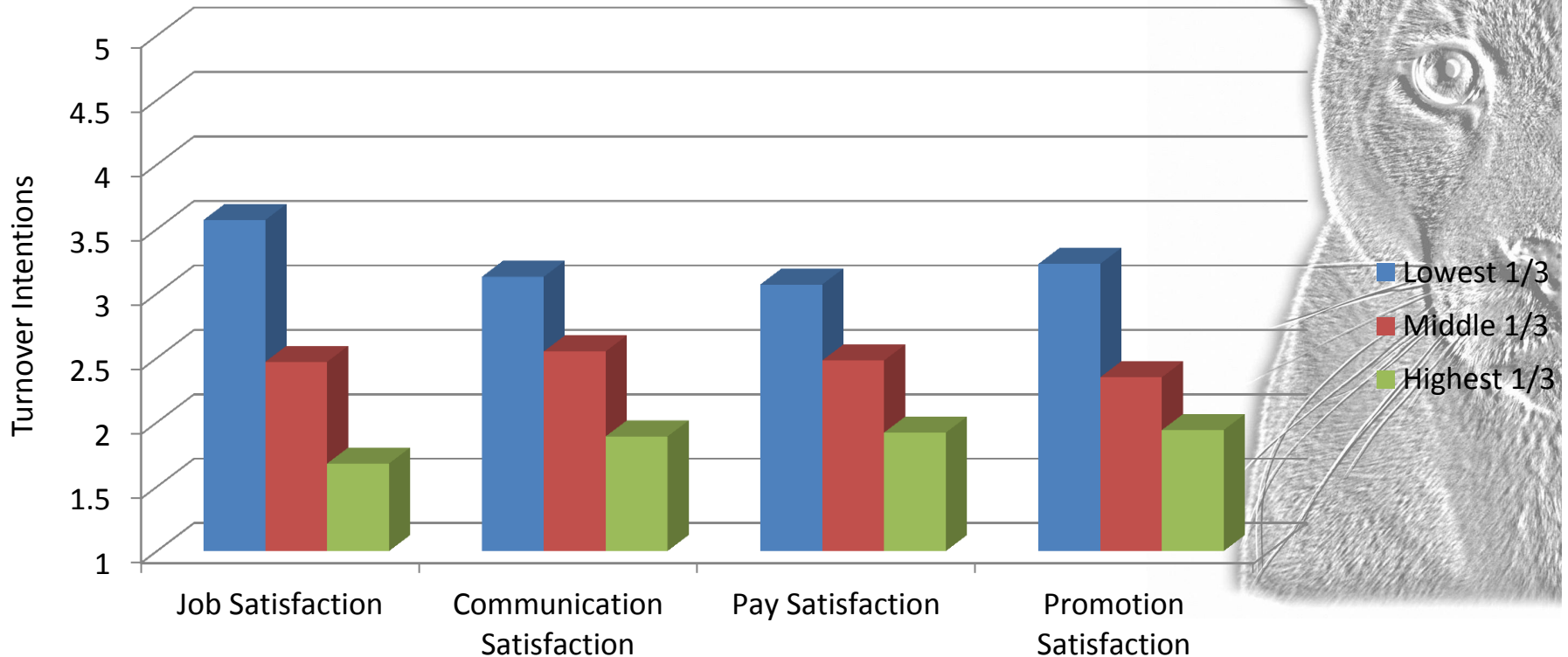




Results 2:

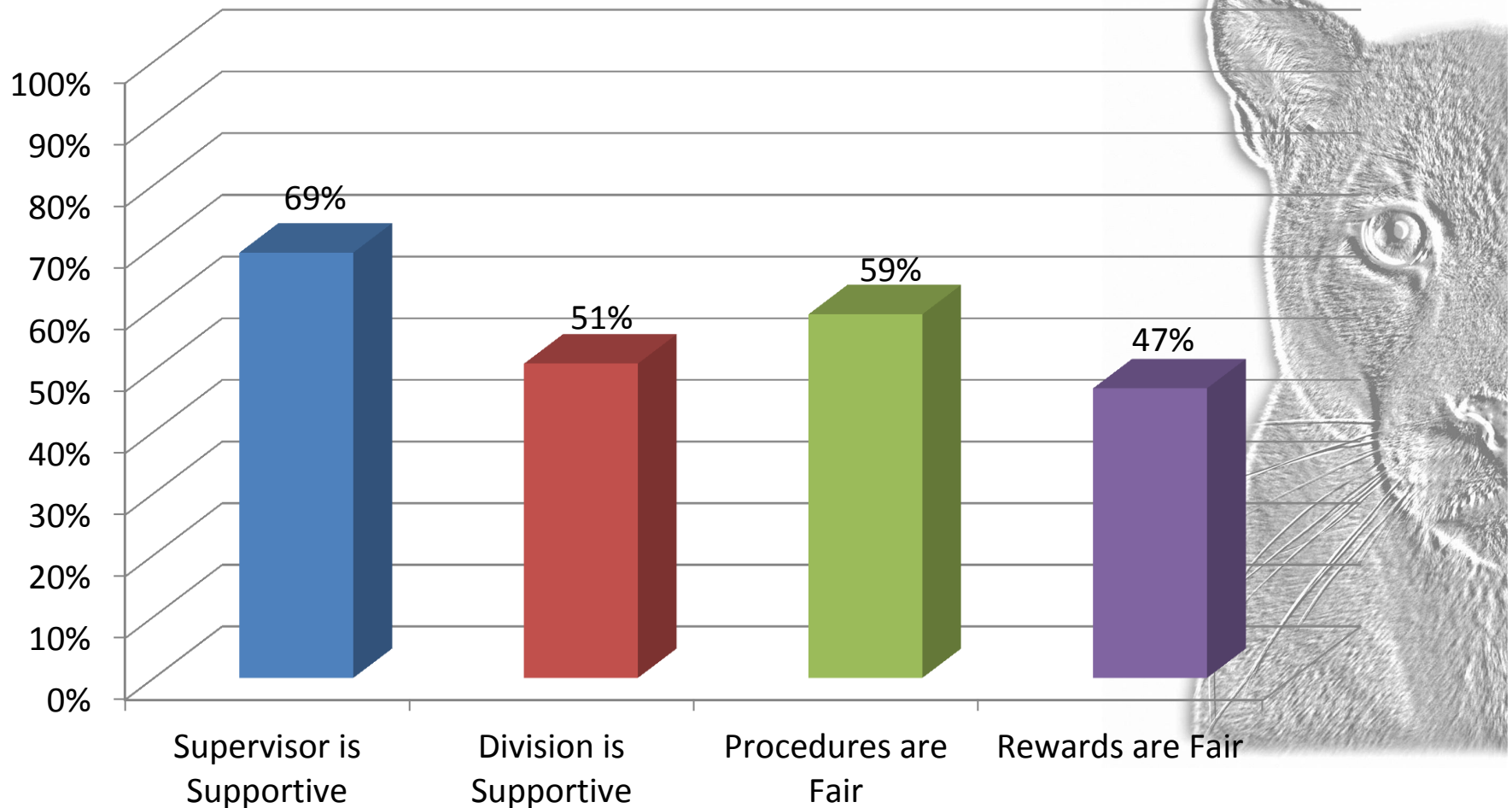
Why are Staff Attitudes Important?

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



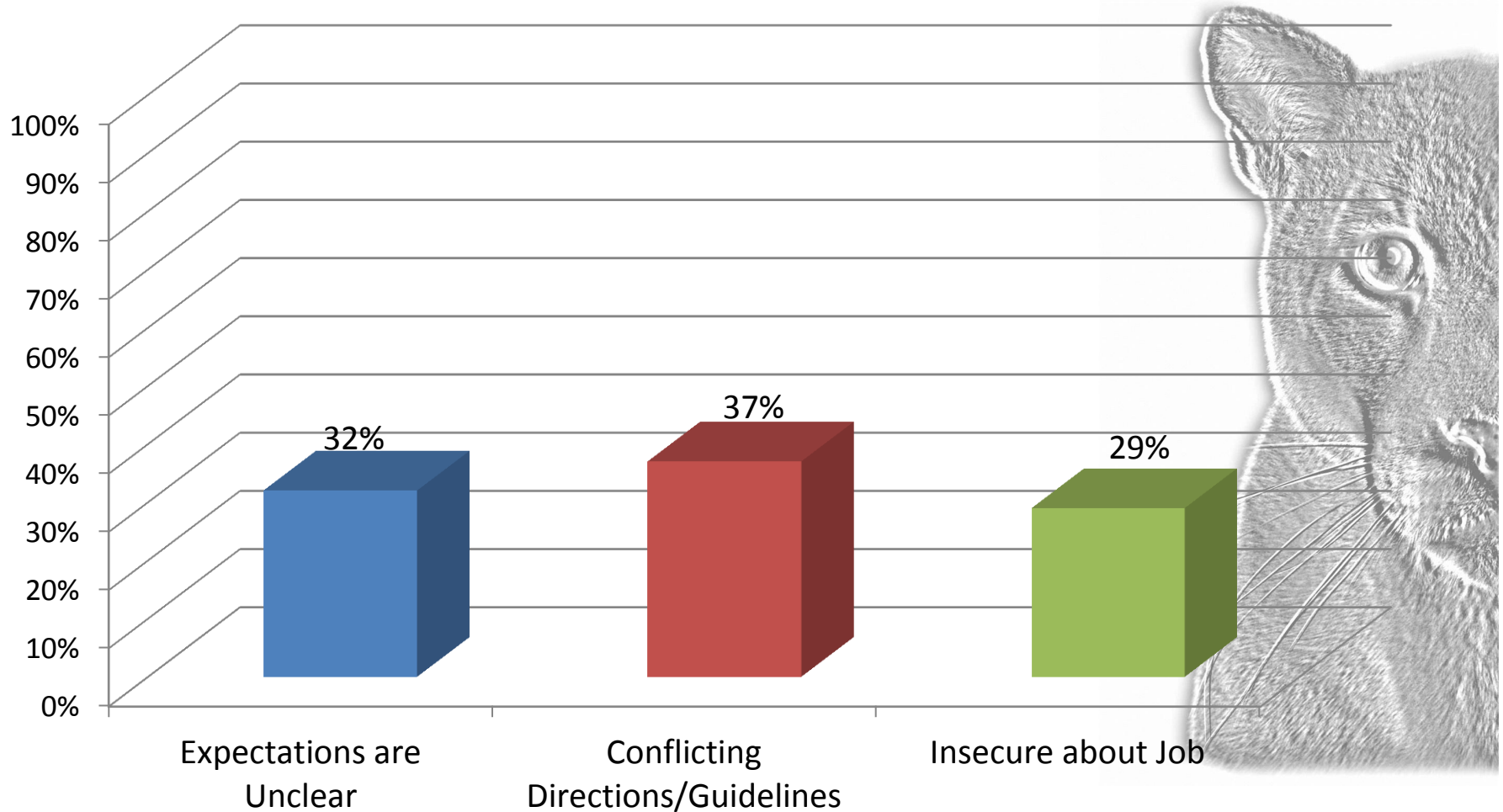


The Big Picture: What is Driving Staff Attitudes?





The Big Picture: What is Driving Staff Attitudes?





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.

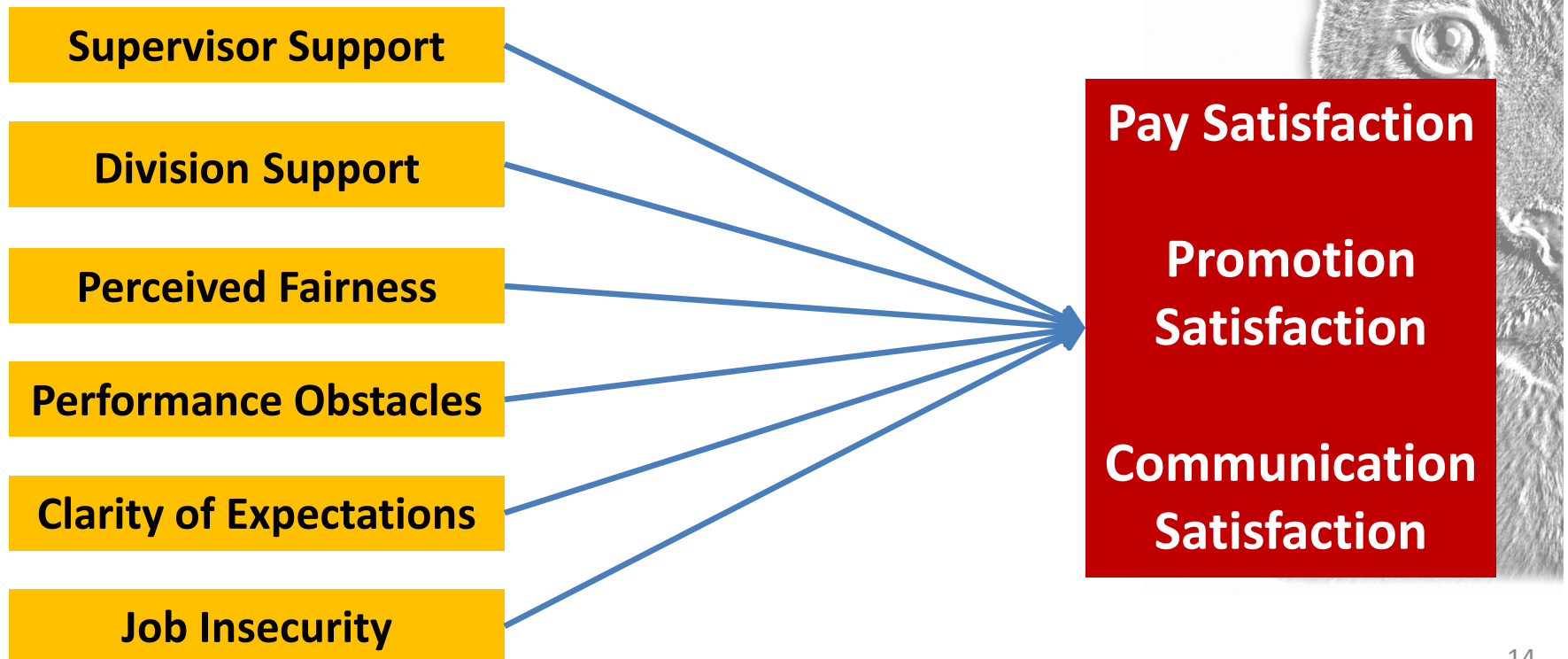




Results 3:

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.

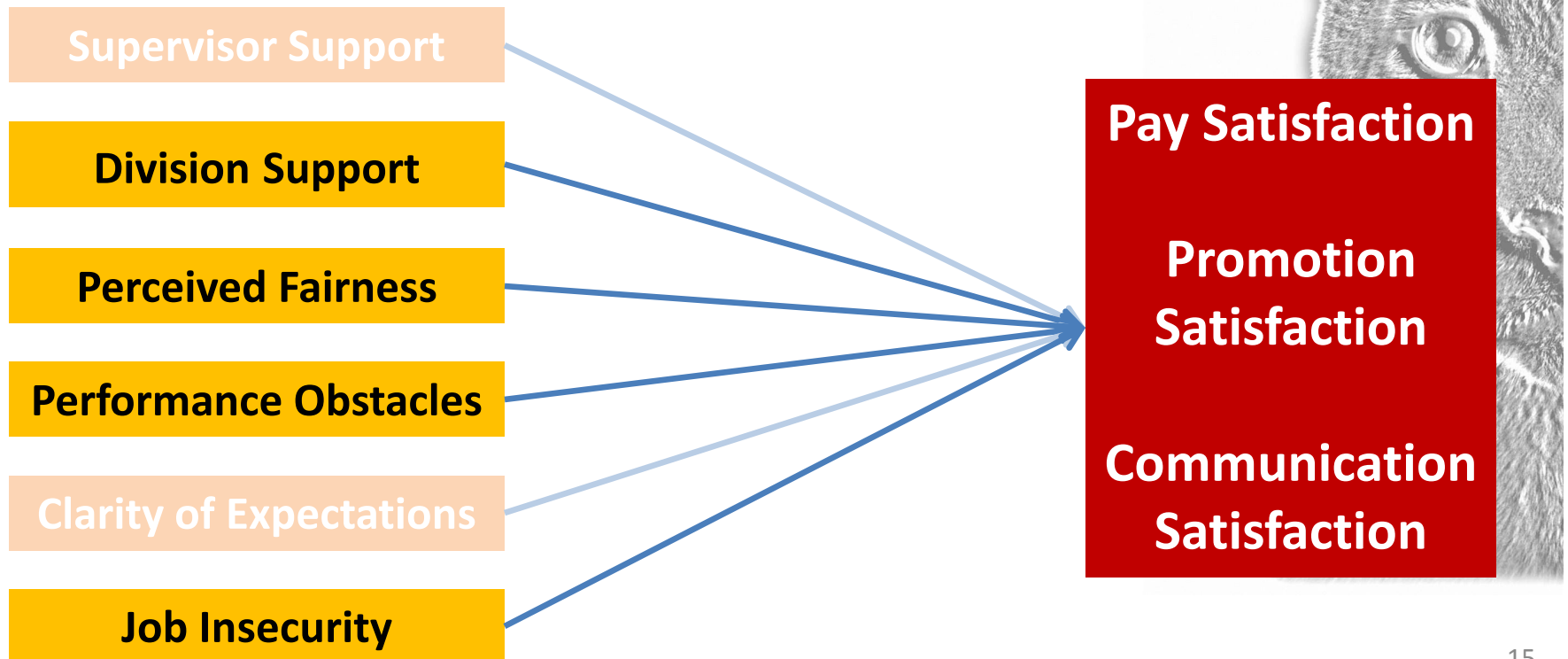




Results 3:

Identifying Drivers of Staff Attitudes

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



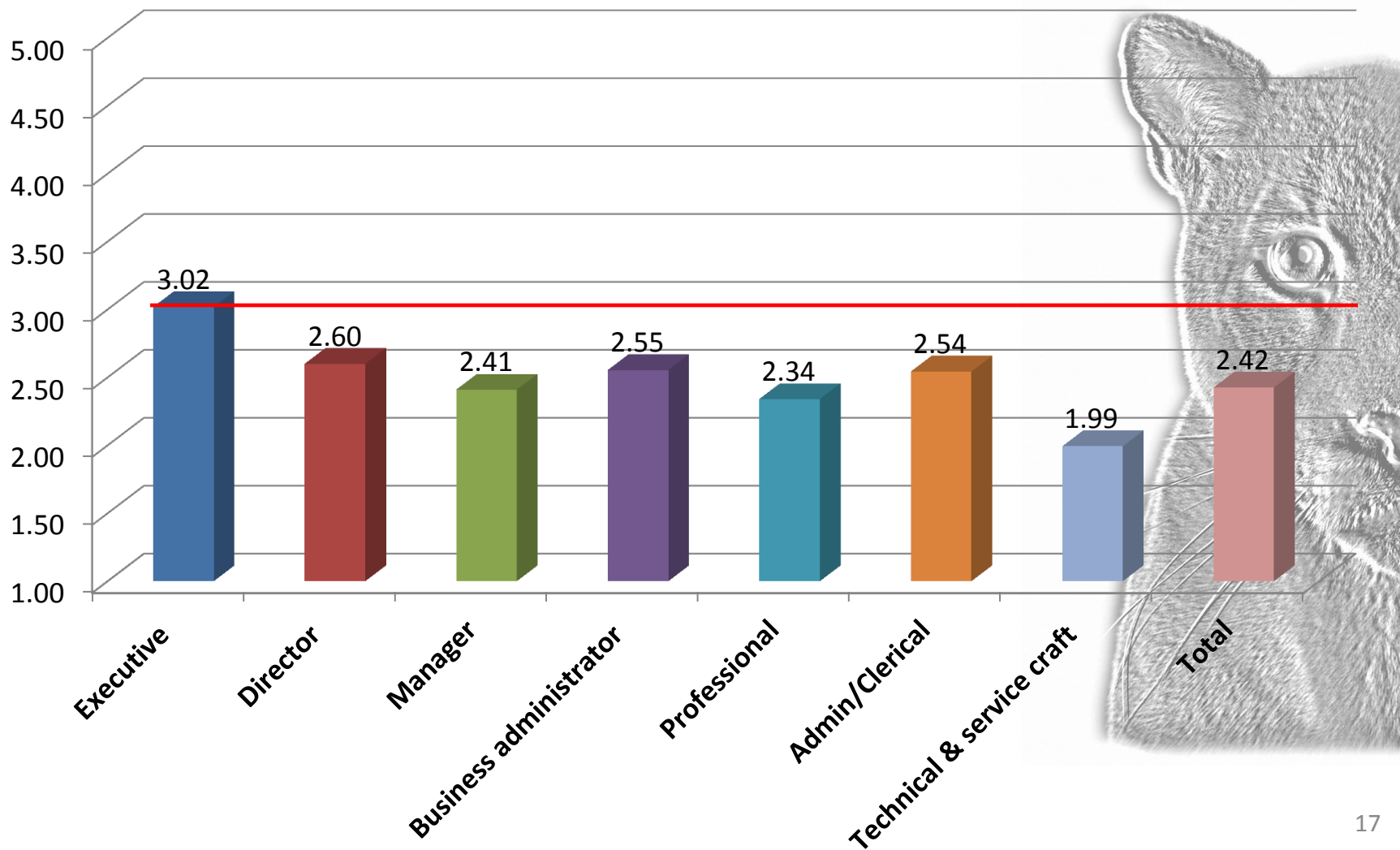
UH Identifying Areas/Jobs to Target

- 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



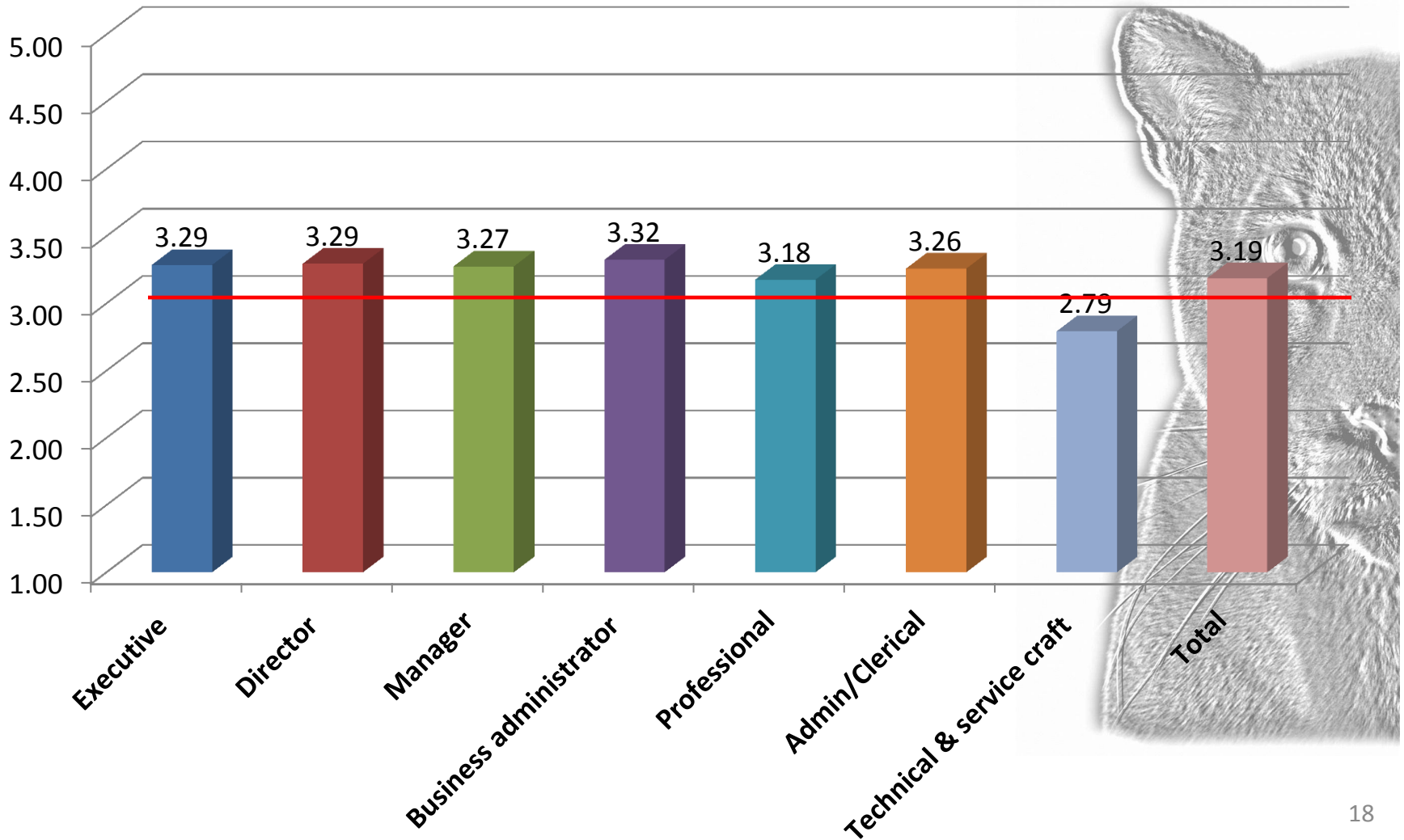


Results by Job Category: Pay Satisfaction



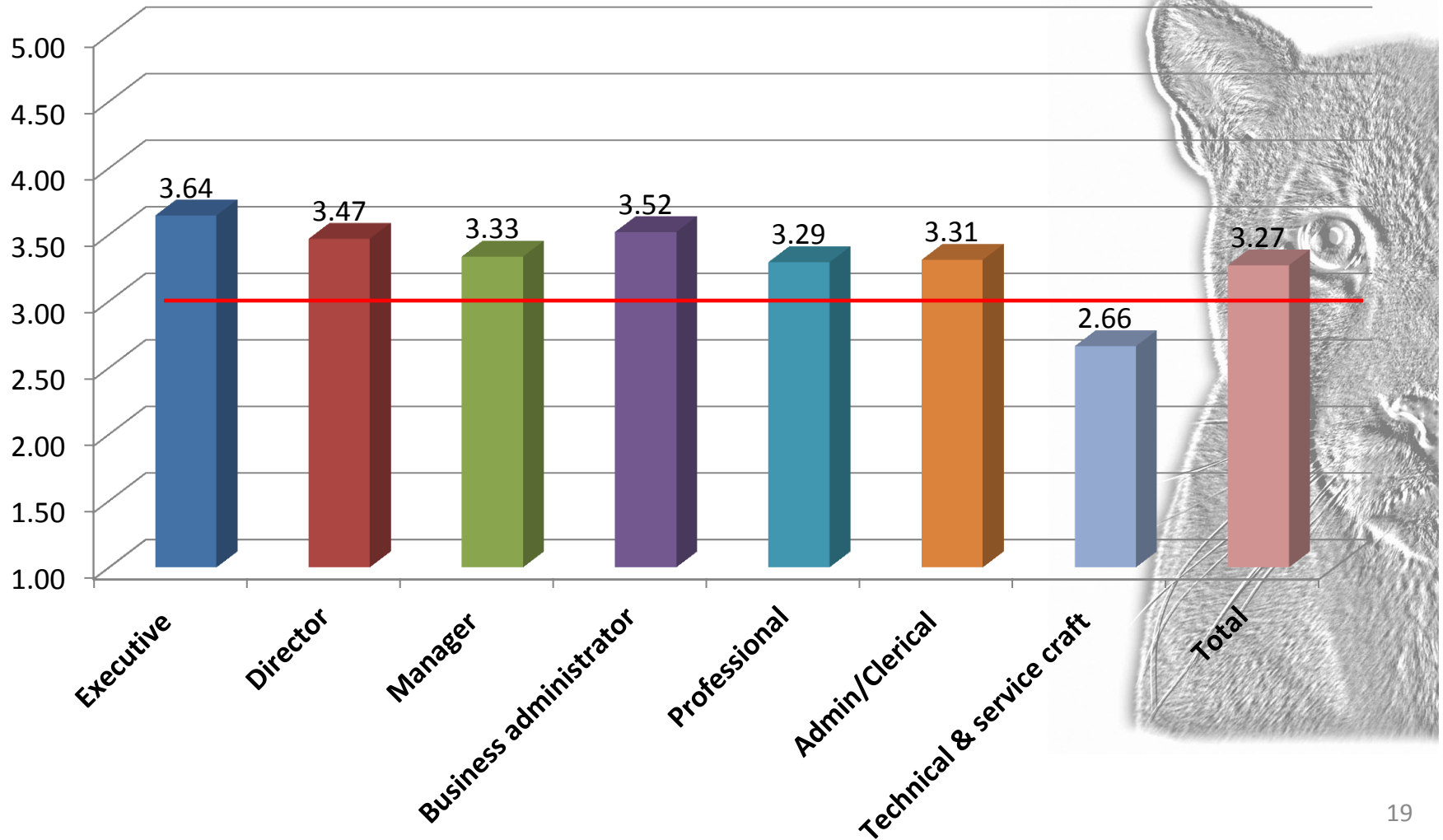


Results by Job Category: Communication Satisfaction





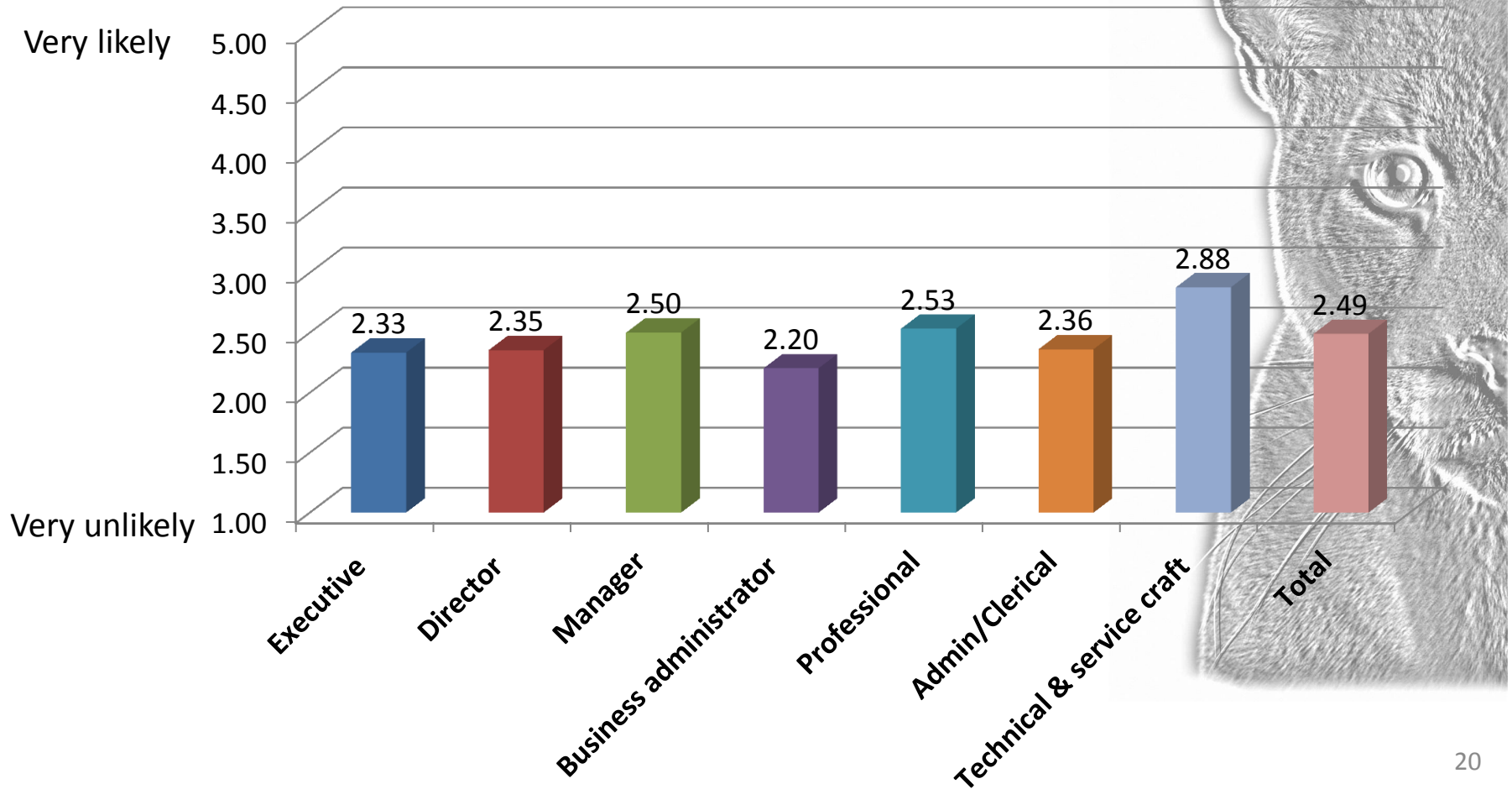
Results by Job Category: Support from Division





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.



MEETING AGENDA – Administration and Finance

Quarterly Leadership Meeting

Group Activity

How Do We Address Survey Results?

MEETING AGENDA – Administration and Finance

Quarterly Leadership Meeting

Administration and Finance Updates

Budget & Merit

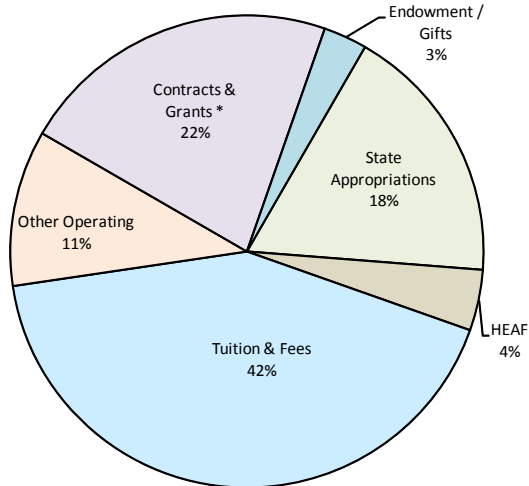
Tom Ehardt

University of Houston FY2013 Budget

FY2012

Total Budget	
	<u>\$ Millions</u>
Operating Budget	\$ 862.5
Capital Facilities	154.1
Total	<u><u>\$ 1,016.6</u></u>

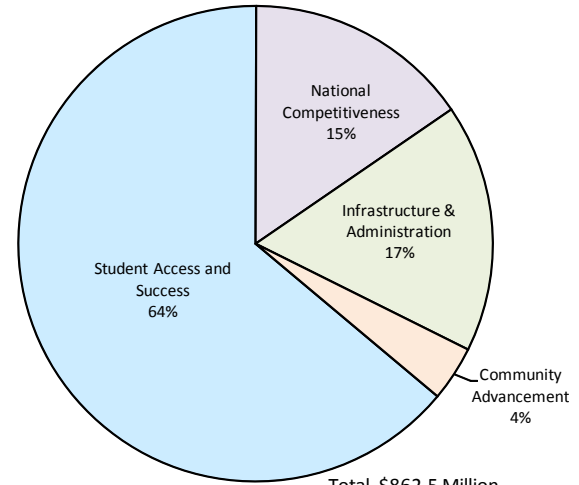
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$862.5 Million

Operating Budget Use of Funds

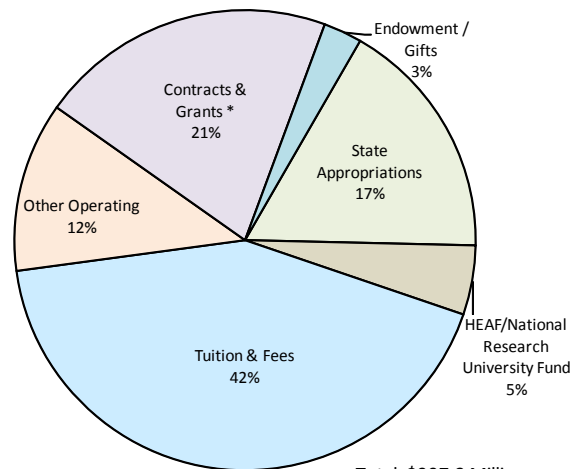


Total \$862.5 Million

FY2013

Total Budget	
	<u>\$ Millions</u>
Operating Budget	\$ 907.3
Capital Facilities	218.5
Total	<u><u>\$ 1,125.8</u></u>

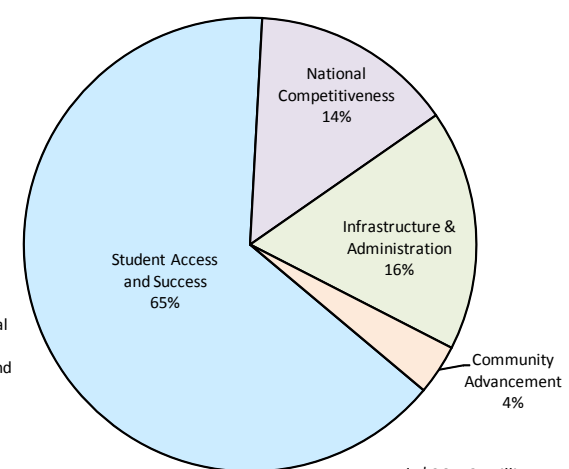
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$907.3 Million

Operating Budget Use of Funds



Total \$907.3 Million

University of Houston

FY2013 Staff Merit Salary Increases

A 3% pool has been calculated based on the base salaries of staff that are eligible for merit. The following staff employees are excluded from the merit pool:

- Hired after September 1, 2011 or have a break in service after September 1, 2011;
- Received a salary increase of 5% or more after September 1, 2011;
- Have a current pay rate over the pay range maximum;
- Did not complete the mandatory training by the deadline; and
- Did not complete 2011 ePerformance documents for all subordinates.

Other specific requirements are included in the Planning and Budget Guide, available online, and the Human Resources website. Here is a summary:

- To be eligible for a merit increase, the staff employee must be classified as benefits-eligible and have a current staff performance appraisal on file establishing a record of meritorious job performance.
- Salary adjustments for employees on a contract will be handled as specified in the contract.
- The minimum merit increase is \$1,500 annually or 3.5%, whichever is greater. Any increase of 10% or more requires a written justification.
- These guidelines should not be used to make awards across the board. Staff in the lowest 20% performance ratings should not receive merit



Legislative Budget Board
Robert E. Johnson Bldg.
1501 N. Congress Avenue, 5th Floor
Austin, TX 78701
(512) 463-1200

Governor's Office of
Budget, Planning and Policy
1100 San Jacinto, 4th Floor
Austin, TX 78701
(512) 463-1778

MEMORANDUM

June 4, 2012

TO: State Agency Board/Commission Chairs
State Agency Heads/Executive Directors
Appellate Court Justices and Judges
Chancellors, Presidents, and Directors of Institutions and Agencies of Higher Education

Detailed instructions for the submission of legislative appropriations requests for the 2014–15 biennium have been posted on the external websites of the Legislative Budget Board and the Governor's Office. A staggered schedule of submission dates is included as an appendix to the instructions.

As a starting point for budget deliberations, an agency's baseline request for General Revenue Funds and General Revenue-Dedicated Funds may not exceed the sum of amounts expended in fiscal year 2012 and budgeted in fiscal year 2013. Establishment of agency budget baselines through the legislative appropriations request process does not preclude the possibility that state agencies may be asked to reduce their fiscal year 2013 budgets should state fiscal conditions warrant it. **Agencies must also submit a supplemental schedule detailing how they would reduce the baseline request by an additional 10 percent (in 5 percent increments) in General Revenue Funds and General Revenue Dedicated Funds.**

Exceptions to the baseline request limitation include amounts necessary to:

- maintain funding for the Foundation School Program;
- satisfy debt service requirements for bond authorizations;
- maintain benefits and eligibility in Medicaid entitlement programs, the Children's Health Insurance Program, the foster care program, the adoption subsidies program, and the permanency care assistance program; and
- satisfy employer contribution requirements for state pension systems and employee group benefits (not including payroll contributions made by state agencies and institutions of higher education for group health insurance), though group benefit modifications may be considered.

Funding requests for other purposes that exceed the baseline spending level may not be included in the baseline request but may be submitted as Exceptional Items.

We appreciate the opportunity to work with you and your staff during this budget cycle.

Sincerely,

A handwritten signature in black ink, appearing to read "Ursula Parks".

Ursula Parks
Acting Director
Legislative Budget Board

A handwritten signature in black ink, appearing to read "Jonathan Hurst".

Jonathan Hurst
Director
Governor's Office of Budget, Planning and Policy

MEETING AGENDA – Administration and Finance

Quarterly Leadership Meeting

Clean Up Week
Jacquie Vargas

Summer Clean Project



Summer Clean Project

1. EXTERIOR

- General Campus cleanliness
- Construction site grounds and fencing (Grounds repairs near construction sites) work with individual PM on signage and fencing to ensure no issues
- Vehicle Policies (no more sidewalk and grass parking)
- General grounds repairs – bare spots and “cow paths”
- Fountain Refreshing – drain, clean & painting
- Parking Lot Maintenance
- Curb Cut Painting, weeding near curbs
- Exterior fencing and rail scrape, paint and refresh (where applicable)
- Flyers, trash and debris removal events
- Additional 5 Kiosks & Sustainability Outlets (First 5 complete)
- Tree and stump removal
- Washing of exterior signs (Completed pre-graduation)
- Can Lids for trash cans – clean, repaint/replace and put back on cans campus wide

2. INTERIOR

- Classroom Buildings Project Cleaning – all classrooms, restrooms, and points of entry
- Targeted whiteboard / chalkboard replacements
- Light bulb replacement and light fixture cleaning

3. CAMPUS INVOLVEMENT

- Adopt-an-Area Program
- Clean Week



Clean Week: July 23rd – July 27th

- **Day One: Monday, July 23rd** – Adopt-an-Area program
 - The Adopt-an-Area program gives employees and student organizations an opportunity for year-long involvement in helping to keep the campus beautiful while raising awareness of sustainability and recycling initiatives
 - Volunteer stations will be located by the five (5) kiosk areas

- **Day Two: Tuesday, July 24th** – Rogue flyer retrieval and postings – Core of campus and points of campus entry
- **Day Three: Wednesday, July 25th** – Focus on recyclables in their area – Paper cardboard debris that would not go through surplus – UH Benefits Fair is also this date and FM and FPC will be hosting a booth
- **Day Four: Thursday, July 26th** – Litter neighborhood clean Scott, Wheeler, Calhoun, Spur 5, Elgin, Cullen streets
- **Day Five: Friday, July 27th** – Litter Clean up Core of Campus and Residential Areas
- **General Information:** Shirts, drink bottles, and prizes



MEETING AGENDA – Administration and Finance

Quarterly Leadership Meeting

Human Resources Updates
Joan Nelson

MEETING AGENDA – Administration and Finance

Quarterly Leadership Meeting

1. Time and Labor – Electronic timesheets for bi-weekly employees
2. Payroll Changes – Off-Cycle Processing
3. Benefits Changes:
 - United HealthCare
 - Open Enrollment Period - July 2nd to August 10th (On- Line Dates: July 16th – 27th)
 - Texflex Changes for Medical Only
 - Benefits Fair July 25th
4. Staff Appreciate Picnic

MEETING AGENDA – Administration and Finance

Quarterly Leadership Meeting

Progress Card Update

Q&A

Dr. Carlucci

MEETING AGENDA – Administration and Finance

Quarterly Leadership Meeting

Thank You For Attending!