UMSL EMPLOYEE FOCUS GROUPS: INCREASING STAFF MORALE

Overview, Findings, Next Steps
January 2022
CONCERNS ABOUT LOW STAFF MORALE

• A Zoom poll in the October Staff Association meeting indicated that 58% of respondents felt that morale was 4 or below on a scale of 1 – 10

• Meetings between staff leaders and HR during regular update conversations highlighted issues with morale

• Ad hoc conversations between supervisors and HR raised similar concerns

Zoom Poll: On a scale of 1 to 10 with 10 being high, how would you rate staff morale? (N = 200+)

<table>
<thead>
<tr>
<th>Answer</th>
<th>% of Votes</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>11%</td>
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<tr>
<td>2</td>
<td>8%</td>
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<tr>
<td>3</td>
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<td>9</td>
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<tr>
<td>10</td>
<td>1%</td>
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FOCUS GROUPS

- 8 two-hour sessions in November – December, 2021
- 147 registrants
- Facilitation method included individual, small group and large group discussions
- Focused on answering this question:
  - What actions can we take to improve UMSL staff morale?
- Each group identified 35+ responses
KEY THEMES

- Increase pay, flexibility and benefits
- Offer career advancement
- Build campus community
- Right-size staffing and workloads
- Support leaders and supervisors
INCREASE PAY, FLEXIBILITY AND BENEFITS

• Increase pay: Merit, cost-of-living, market, higher minimum wage

• Provide more flexibility: Telework, flexible schedules, work/life balance

• Offer more benefits: HR-related benefits (e.g., heath, retirement) and campus-based benefits (e.g., Rec Center membership, discounts for on-campus coffee/meals)
OFFER CAREER ADVANCEMENT

• Support employee development with clear career paths
• Establish clear and equitable paths for upward and lateral mobility
• Encourage promoting from within
• Develop mentoring and cross-training programs
• Dedicate time for professional development
BUILD CAMPUS COMMUNITY

• Host more employee appreciation events
• Offer personal, targeted recognition
• Provide recognition for contributions to the community
• Give recognition to staff who go above and beyond
• Offer networking events
• Enhance inclusivity
RIGHT-SIZE STAFFING AND WORKLOADS

- Hire an adequate number of employees for workload
- Refill vacancies
- Stop consolidating jobs
- Focus work tasks on most important or prioritized efforts
- Have realistic work expectations
- Ensure job descriptions reflect actual duties
- Streamline business processes
SUPPORT LEADERS AND SUPERVISORS

• Promote authentic communication from supervisors and administrators
• Provide consistent transparency from campus leadership
• Enhance cultural competency
• Foster candid communication
• Demonstrate sensitivity to staff in messaging
• Provide more supervisor training
PROCESS FOR MOVING FORWARD

• Provide debrief to staff

• Share themes and actions with different groups; ask for help in identifying actions:
  – Unit leaders (e.g., Unit leaders develop actions around items related to unit/team culture)
  – Functional leaders (e.g., Facilities develops actions around items related to facilities)

• Develop a process to incorporate additional staff feedback

• Build accountability processes to ensure actions are taken

• Communicate progress on action items
PRIORITIZING ACTIONS

Impact / Effort

- "Quick Wins"
- "Major Projects"
- "Fill Ins"
- "Thankless Tasks"

Urgent / Important

1. Do
   - First importance tasks. You have to do them now.
   - Not added-value tasks

2. Plan
   - Tasks you must plan or they'll become urgent (1)

3. Delegate
   - Tasks to be delegated. Not added-value tasks

4. Eliminate
   - Tasks to be eliminated or they'll become (3)

Sources:
https://www.mindtools.com/pages/article/newHTE_95.htm
http://www.bairdscmc.com/the-eisenhower-matrix/
A STARTING POINT: IMMEDIATE ACTIONS

• Increase pay, flexibility and benefits
  – Announce salary increases for this coming year (Done, ongoing)

• Offer career advancement
  – Post salary ranges for staff job postings
  – Provide more staff training and development

• Build campus community
  – Provide a resource on fostering inclusive teams (Done)
  – Conduct a “pulse” survey for staff feedback (Done)
  – Re-onboard employees hired during COVID-19 (In process)
  – Schedule Campus Community Conversations on key topics
  – Offer recognition for years of service with digital icons (In process)

• Right-size staffing and workloads
  – Streamline HR business processes through Shared Services (In process)

• Support leaders and supervisors
  – Offer open office hours with the Provost’s Office
  – Offer supervisory training on receiving feedback (In process)
  – Provide more supervisory training
APPENDIX: RESULTS BY FOCUS GROUP
<table>
<thead>
<tr>
<th>NOVEMBER 16</th>
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</thead>
<tbody>
<tr>
<td><strong>Pay</strong></td>
</tr>
<tr>
<td>Pay equity across UM System and market</td>
</tr>
<tr>
<td>Annual pay increases</td>
</tr>
<tr>
<td>Competitive pay for St. Louis higher education and other related fields</td>
</tr>
<tr>
<td>Equitable pay</td>
</tr>
<tr>
<td>Cost of living raise</td>
</tr>
<tr>
<td>Paid maternity or parental leave</td>
</tr>
<tr>
<td><strong>Training &amp; Development</strong></td>
</tr>
<tr>
<td>Clear career path</td>
</tr>
<tr>
<td>Mentor opportunities for career advancement either within or outside of the university</td>
</tr>
<tr>
<td>Structure like faculty for promotions and attainable benchmarks</td>
</tr>
<tr>
<td>Document career advancement opportunities</td>
</tr>
<tr>
<td>Pathway for advancement – clear understanding to make career at UMSL</td>
</tr>
<tr>
<td>Clear pathway for career advancement</td>
</tr>
<tr>
<td>Professional development opportunities</td>
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</tbody>
</table>
What actions can we take to improve UMSL Staff Morale?

1. **Flexible Work Schedules**
   - Reason: The current flexible work schedule allows for better work-life balance.
   - Impact: Increases employee satisfaction and reduces stress.

2. **Flexible Benefits**
   - Reason: Personalized benefits that align with individual needs.
   - Impact: Attracts and retains talent.

3. **NO more ‘Status Quo’ be Creative**
   - Reason: Encourages creativity and innovation.
   - Impact: Promotes a growth mindset and continuous improvement.

4. **Simplify Process**
   - Reason: Simplifies processes to enhance efficiency and reduce frustration.
   - Impact: Improves workflow and employee satisfaction.

5. **Pay freeze**
   - Reason: Freeze pay for a short period to maintain financial stability.
   - Impact: May reduce stress and uncertainty.

6. **Slack Encouraged**
   - Reason: Encourages open communication and collaboration.
   - Impact: Foster a culture of trust and transparency.

7. **Evaluate and Offer Exit Package**
   - Reason: Evaluates performance and offers options for career advancement.
   - Impact: Provides opportunities for growth and development.

8. **外部 Career Development Opportunities**
   - Reason: Offers opportunities for external growth and development.
   - Impact: Increases job satisfaction and retention.

9. **Value and Appreciate Employees**
   - Reason: Acknowledges and values employees for their contributions.
   - Impact: Increases morale and motivation.

10. **Supportive Leadership**
    - Reason: Strong, supportive leaders promote a positive work environment.
    - Impact: Enhances employee engagement and satisfaction.

11. **Regular Team Meetings**
    - Reason: Keeps teams informed and engaged.
    - Impact: Improves communication and collaboration.

12. **Annual Raises**
    - Reason: Annual raises are standard practice for performance.
    - Impact: Motivates employees and defends pay scale.

13. **Recognition and Appreciation**
    - Reason: Recognizes and appreciates employees for their contributions.
    - Impact: Increases morale and motivation.

14. **Fun and Free Gym**
    - Reason: Provides opportunities for relaxation and exercise.
    - Impact: Improves well-being and productivity.

15. **Employee Engagement Survey**
    - Reason: Regularly conducts surveys to gather feedback.
    - Impact: Identifies areas for improvement and boosts morale.

16. **Open Communication**
    - Reason: Encourages open and honest communication.
    - Impact: Reduces misunderstandings and fosters a culture of trust.

17. **Increased Collaboration**
    - Reason: Promotes collaboration across departments.
    - Impact: Increases innovation and problem-solving.

18. **Regular Professional Development**
    - Reason: Offers opportunities for professional growth.
    - Impact: Enhances skills and competencies.

19. **Recruitment and Retention**
    - Reason: Identifies and implements strategies to attract and retain talent.
    - Impact: Increases the pool of skilled and motivated employees.

20. **Sustainability and Environment**
    - Reason: Promotes sustainability and environmental responsibility.
    - Impact: Supports a positive reputation and reduces costs.
## Pay
- Annual raises
- Cost of living/merit raises annually
- Living wage
- Appropriate / competitive pay
- Wholistic pay evaluation
- Merit increases based on annual output
- Paid family leave

## Flexible Work
- Scheduling flexibility
- Flexible scheduling
- Work life balance
- Flexible work schedules
- Flexible work schedules
- Flexible work schedules

## Leadership
- Action – try something – if it doesn’t work, try something else (Before MU, KC, or Rolla)
- No more “status quo” be creative
- Think creatively
- Regular pulse checks/townhalls with leadership
- Culturally competent leaders
- Leadership trust that staff are as dedicated as they are – no clock-punching
- Creative leadership. Ex. If no raises, consider things like a 36 hour work week.

## Perks
- Fun
- Free gym
- Enrichment/self care hour in the middle of the day
- Ferguson a nice place to visit
- Big shows in Touhill (make UMSL a destination)
- Opportunities to travel

## HR Benefits
- Streamline processes
- Opportunities to travel

## Training & Development
- External career advancement opportunities
- Training/skill development
- Mentorship and career development
- Promotions and career advancement
- Career growth and development

## Appreciation
- Celebrate wins
- Recognize staff achievement
- Staff association with actual power (shhh, don’t tell anyone that union’s work)

## Environment
- More easily navigable campus (way-finding)
- More sustainable campus (LED lights)
- Updated technology

## Staffing
- Workload

## Communication
- Improved communication from HR, from Org., from management
- Intentional collaboration across departments
- Maintain facilities

## UMSL
What actions can we take to improve UMSL Staff Morale?

- Competitive Pay
- Appropriate Pay
- Flexibility
- Less Stressful Work
- More Money
- Better Supervision
- Training
- Professional Development
- Childcare
- Competitive Benefits
- Less Time Off
- Free Gym Membership
- Food
- Work-life balance
- Path to Work
- Recognition
- Excellent Pay
## Pay

- Competitive Pay
- Pay
- Appropriate Pay
- Raise to keep up with COL
- More Money ($6/hr)

## Flexible Work

- 4-day work week
- Flexibility
- Flexibility – hours, modality, less formal requesting
- UMSL Community (respect, tradition, open communication)

## Leadership

- Better supervisors
- Leadership connection
- Positive leadership that communicates
- UMSL Community traditions

## Perks

- Free gym membership
- Childcare options (free or affordable)
- Food – free at meetings & affordable on campus
- More holidays
- Bring pets to work
- Honoring breaks & time off
- Concrete campus wide attendance policy

## HR Benefits

- Competitive benefits
- Benefits competitive with others in market
- More holidays
- Pension come back
- Concrete campus wide attendance policy
- Consistency

## Training & Development

- Training & promote from within
- Professional development
- Paid training
- Training for advancement

## Appreciation

- Employee appreciation events
- Employee Appreciation Day
- Staff appreciation

## Environment

- Yearly improvement plans (fleet, building plans)
- Good work environment (grounds/building/well equipped spaces)

## Staffing

- Adequate staffing
- More qualified workers
- Preventing burnout (appropriate workload)

## Respect

- Treat everyone with respect
- Fair treatment for everyone
- Cultural sensitivity – respecting differences
NOVEMBER 30

Benefits
- Free access to campus facilities like rec center
- Health insurance - are we getting the best options
- Additional benefits - wellness, education
- Incentive Programs, perks & Employee recognition
- Fair compensation with yearly raises

Compensation
- Commitment to annual increases/cost of living based on performance (minimum level incl)
- Competitive Salary

Annual Cost of Living Increases
- Regular pay grade/job title reviews as part of a fair and equitable process
- Immediate market increases followed by regular merit increases

Work/Life Balance
- Flexibility of work including life/work balance
- Flexible schedule and remote opportunities
- Unit discretion for work from home
- Flexible work hours, 4 day work weeks
- Open door policy with leaders, more training
- Leadership/management development & communication

Retention
- Appropriate workload for individuals with clear job descriptions
- Retention of staff
- Ideas are considered and valued

Leadership
- Highlight staff importance, acknowledge we are just as important as students and faculty

Adequate staffing / resources
- Equal playing field (staff vs. faculty)
- Positive, authentic environment that is fun
- Access to the latest technology

Career Progression
- Clear and efficient paths of career progression

Professional Development
- Effective project manager (human being) to effectively prioritize projects and fits

Networking & Collaborating
- More networking across campus - engagement
- Collaboration and connecting with others through prof development and bonding

Bi-annual orientation for new & continuing employees
- Sensitivity that the Medical mandate for vaccine has potential for employee attrition

Equitable process for cuts
- Environment that is clean, secure, and welcoming both in buildings and outside campus

UMSL
<table>
<thead>
<tr>
<th>Pay</th>
<th>Flexible Work</th>
<th>Leadership</th>
<th>Benefits</th>
<th>HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair compensation with yearly raises</td>
<td>Flexibility of work including life/work balance</td>
<td>Understanding and implementing soft funded vs. hard funded budgets/units differently</td>
<td>Health insurance – are we getting the best options</td>
<td>Streamlining approval processes in all areas</td>
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<tr>
<td>Competitive salary</td>
<td>Telework continue at manager/employee discretion</td>
<td>Open door policy with leaders, more training</td>
<td>Free access to campus facilities like rec center</td>
<td>Equitable process for cuts</td>
</tr>
<tr>
<td>Annual cost of living increase</td>
<td>Flexible work schedule and remote opportunities</td>
<td>Identify and cultivate future leaders/supervisors</td>
<td>Additional benefits – wellness, education</td>
<td>Sensitivity that the medical mandate for vaccine has potential for employee attrition</td>
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<tr>
<td>Regular pay grade/job title reviews as part of a fair and equitable process</td>
<td>Unit discretion for work from home</td>
<td>Authentic communication from supervisor and administration</td>
<td>Free non-credit or certification classes for staff</td>
<td>Biannual orientation for new and continuing employees</td>
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<tr>
<td>Commitment to annual increases/ cost of living based on performance (minimum level included)</td>
<td>Flexible work hours, 4 day work weeks</td>
<td>Intentional onboarding and training of managers</td>
<td>Incentives programs, perks, employee recognition</td>
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<tr>
<td>Compensation is equitable</td>
<td>Pay: merit increases, cost of living market competitive</td>
<td>Incentives programs, perks, employee recognition</td>
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</tr>
<tr>
<td>Immediate market increases followed by regular merit increases</td>
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<td>Incentives programs, perks, employee recognition</td>
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<thead>
<tr>
<th>Career Progression</th>
<th>Networking/Collaborating</th>
<th>Retention</th>
<th>Staffing</th>
<th>Environment</th>
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</thead>
<tbody>
<tr>
<td>Professional development</td>
<td>More networking across campus –engagement</td>
<td>Retention of staff</td>
<td>Adequate staffing/resources</td>
<td>Environment that is clean, secure, and welcoming both in buildings and outside campus</td>
</tr>
<tr>
<td>Clear and efficient paths of career progression</td>
<td>Collaboration and connecting with others through professional development and bonding</td>
<td>Years of service: incentivize people to stay at UMSL longer</td>
<td>Positive, authentic environment that is fun</td>
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<tr>
<td>Equitable process for promotions</td>
<td>Wider collaborations on and off campus</td>
<td>Highlight staff importance, acknowledge we are just as important as students and faculty</td>
<td>Replace retiring/outgoing staff</td>
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**UMSL**
DECEMBER 1
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<tr>
<th>Pay</th>
<th>Flexible Work</th>
<th>Leadership</th>
<th>Community</th>
<th>HR Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate market pay with cost-of-living raises</td>
<td>Regular no meeting days</td>
<td>Support of best practices within known red tape reality</td>
<td>Community engagement priority</td>
<td>High quality, affordable benefits</td>
</tr>
<tr>
<td>Competitive pay (market rate)</td>
<td>Employee wellness supported in many ways</td>
<td>Consistent transparency form campus leadership</td>
<td>Staff has ability to nominate a community org to receive UMSL knowledge, transfer, volunteer hours or specialized resources/experts</td>
<td>Rec center included in benefits package</td>
</tr>
<tr>
<td>Annual and equitable salary increases (3 to 5%)</td>
<td>Flexible work schedules</td>
<td>Promote quarterly dept. meetings to recognize staff contributions toward strategic goals for department within University – celebrates our success.</td>
<td>Educational assistance benefit increased to 100% self, 75% dependents (promotes educated workforce)</td>
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<tr>
<td>Regular pay increases based on actual merit (not cost of living or across the board)</td>
<td>Positive work/life balance</td>
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<td>Multi-tiered benefits to support employee needs</td>
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<td></td>
<td>35 hour work week</td>
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<td>Increase funding for childcare</td>
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<td></td>
<td></td>
<td>Keep benefits (including retirement)</td>
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<thead>
<tr>
<th>Training &amp; Development</th>
<th>Appreciation</th>
<th>Environment</th>
<th>Staffing</th>
<th>Staffing</th>
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</thead>
<tbody>
<tr>
<td>Promote personal/professional development opportunities through career coach (separate from supervisor/dept.)</td>
<td>Staff appreciation events ex. Food truck lunch at one building per month (recognize our efforts, make up success)</td>
<td>Smooth technology changes with proactive assistance</td>
<td>Adequate staffing (scope creep)</td>
<td>Staff support for monitoring professionalism</td>
</tr>
<tr>
<td>Encourage promotion from within</td>
<td>Personal, targeted recognition</td>
<td>Investment in infrastructure (people, buildings, grounds, etc.)</td>
<td>Respect for staff – work/life balance, thoughtful appraisals</td>
<td></td>
</tr>
<tr>
<td>Support employee development with clear career paths</td>
<td>Employee recognition for contributions to UMSL and community</td>
<td>Pleasant and comfortable working spaces - environment</td>
<td>Adequate number of employees for workload</td>
<td></td>
</tr>
<tr>
<td>Focused professional development</td>
<td>Consistent and genuine investment in staff</td>
<td></td>
<td>Respect for people's time</td>
<td></td>
</tr>
<tr>
<td>Advancement opportunities within departments too</td>
<td>Employees choose to stay</td>
<td></td>
<td>Email does not rule life</td>
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</tr>
<tr>
<td>Opportunities for team building and collaboration</td>
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<td>Good job security</td>
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<td></td>
<td>Diversity in employee pool (faculty and staff)</td>
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<td>Not always in cost cutting mode</td>
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<td></td>
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<td>Focus on student experience</td>
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</table>
What actions can we take to improve UMSL Staff Morale?

- Employee Recognition
- Professional Development
- Opportunities for advancement
- Supportive culture
- Strong sense of community
- Employee surveys
- Team building activities
- Clear communication
- Improved facilities
- Merit pay reviews
- Other ideas
### DECEMBER 6

<table>
<thead>
<tr>
<th>Pay</th>
<th>Flexible Work</th>
<th>Leadership</th>
<th>Perks</th>
<th>HR Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistent cost of living raises (that match actual costs)</td>
<td>Flexibility with remote work schedule</td>
<td>Disseminate institutional knowledge via some mechanism (ex. exit interviews)</td>
<td>Free access to rec center</td>
<td>Generosity with paid holidays and PTO</td>
</tr>
<tr>
<td>Offer equitable compensation for staff and student employees</td>
<td>Business hours shortened during off-peak times</td>
<td>Transparent communication from leadership to staff</td>
<td>Re-establish wellness initiatives - RWC membership</td>
<td>Shared sick leave</td>
</tr>
<tr>
<td>Pay the meets industry/system standards</td>
<td>Increased flexibility for staff schedules</td>
<td>Collaboration on decision making to include all stakeholders (ex. One campus)</td>
<td>Free or lower cost membership to gym</td>
<td>Great retirement plan</td>
</tr>
<tr>
<td>System wide transparency on equity with things like pay, etc.</td>
<td>Provide flexible work arrangements where possible</td>
<td>Transparent job postings (ex. pay scale, position flexibility)</td>
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<td></td>
<td></td>
<td>4-day work week</td>
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<tr>
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<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop mentoring and cross-training programs</td>
<td>Recognition of staff who go above and beyond</td>
<td>Updated facilities (bathrooms, meeting spaces)</td>
<td>Offices staffed to meet needs</td>
<td>Once a week free lunch for community building</td>
</tr>
<tr>
<td>Establish clear pathways for upward and lateral mobility</td>
<td>More staff recognition for achievements</td>
<td></td>
<td>No more do more with less mentality</td>
<td>Strong sense of mission-driven community</td>
</tr>
<tr>
<td>Upward mobility within same department</td>
<td>Employee loyalty is rewarded</td>
<td></td>
<td>Focus work tasks on most important or prioritized efforts</td>
<td></td>
</tr>
<tr>
<td>Opportunities for professional promotion, advancement</td>
<td></td>
<td></td>
<td>Reduce overload with job task swelling</td>
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<tr>
<td>Dedicated time for professional development</td>
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<thead>
<tr>
<th>Technology/Processes</th>
<th>Other</th>
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<tbody>
<tr>
<td>Consistent and functional systems for admin processes</td>
<td>Universal 30 minute meeting rule</td>
</tr>
<tr>
<td>Technology that meets business needs</td>
<td>Increase autonomy from UM system</td>
</tr>
<tr>
<td>Access to newer or emerging technology</td>
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DECEMBER 7

- Free tuition for employee, spouse, dependent
- Cross-campus collaboration to better support enrollment and retention
- Informed Data Driven Decisions for hiring, "work from home" policies
- Better branding and understanding of who UMSL is.
- More advancement in hiring/promoting for people of color, esp. black/brown skins seeing less representation lately
- Things that hit Morale - chipping away
- Safety and Security on campus - physical and health
- More parking created
- Improved physical plant/workspace maintenance
- Survey/feedback from staff more often
- Parity in university governance - staff & faculty
- Faculty training to support staff
- Faculty and administrative respect towards staff
- Hire more facilities staff to promote the upkeep of campus
- Clean and Well Maintained Facilities
- More incentives for Staff & Years of Service
- Realistic work expectations
- Open minded about each individual position -- workload, appreciation
- Refill positions not just redistribute work
- Compensate should reflect additional responsibilities; additional workload
- Parity Between Faculty & Staff Recognition (w/ $)
- Hours floor of $20 for all staff
- Pay competitively according to job responsibilities & to adjust for inflation.
- Discounts on campus food/free rec center
- Increased collaboration between campus departments
- More affordable health care options
- Competitive Compensation
- Market value, cost of living, merit-based compensation
- More flexible work schedule
- Tangible support of favorable work life balance & flexibility
- Flexibility of WFH paired with available equipment to all.
- Remote work opportunities/flexibilities to promote mental well being
- Managerial advocacy on behalf of staff
- Transparent paths - responsive processes for career advancement
- Opportunities for advancement & increased education reimbursement for staff.
- Staff professional development beyond HR orientation
## DECEMBER 7

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<tbody>
<tr>
<td>Competitive compensation</td>
<td>Flexible work schedule</td>
<td>Proper use of self-managed system; Business process improvement that use technology</td>
<td>Free tuition for employee, spouse, dependent</td>
<td>More affordable health care options</td>
</tr>
<tr>
<td>Market value cost of living, merit-based compensation</td>
<td>Flexibility of WFH paired with available equipment for all</td>
<td>Informed data driven decisions for hiring, “work from home” policies</td>
<td>Discounts on campus food/free rec center</td>
<td></td>
</tr>
<tr>
<td>Pay competitively according to job responsibly and to adjust for inflation</td>
<td>Tangible support of favorable work life balance and flexibility</td>
<td>Better branding and understanding of who UMSL is</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary; cost of living increase</td>
<td>Remote work opportunities/flexibilities to promote mental well being</td>
<td>Survey/feedback from staff more often</td>
<td></td>
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</tr>
<tr>
<td>Hourly floor of $20.00 for all staff</td>
<td></td>
<td>Parity in university governance – staff and faculty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary schedule /merit/ ranges/market rates/ col</td>
<td></td>
<td>Faculty and administrative respect towards staff</td>
<td></td>
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<tr>
<td>Recognize pay for loyalty during tough times</td>
<td></td>
<td>Faculty training to support staff</td>
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<tr>
<td>Compensation should reflect additional responsibilities; additional workload</td>
<td></td>
<td>Managerial advocacy on behalf of staff</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Training &amp; Development</th>
<th>Community Building</th>
<th>Environment</th>
<th>Staffing</th>
<th>Respect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparent paths – responsive processes for career advancement</td>
<td>Cross-campus collaboration to better support enrollment and retention</td>
<td>Safety and security on campus – physical and health</td>
<td>More advancement in hiring/promoting for people of color, esp. black/brown skin; seeing less representation lately</td>
<td>Things that hit morale – chipping away</td>
</tr>
<tr>
<td>Leadership trainings, opportunities outside of Percipio (e.g., conferences and time)</td>
<td>Increased collaboration between campus departments</td>
<td>More parking created</td>
<td>Retention incentives for staff and years of service</td>
<td></td>
</tr>
<tr>
<td>Opportunities for advancement and increased education reimbursement for staff</td>
<td>Improved physical plant/workspace maintenance</td>
<td>Parity between faculty and staff recognition (w/$)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff professional development beyond HR orientation</td>
<td>Clean and well-maintained facilities</td>
<td>Refill positions not just redistribute work</td>
<td></td>
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<tr>
<td></td>
<td>Hire more facilities staff to promote the upkeep of campus</td>
<td>Realistic work expectations</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Open minded about each individual position – workload, appreciation</td>
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</tbody>
</table>
### DECEMBER 14

<table>
<thead>
<tr>
<th>Pay</th>
<th>Flexible Work</th>
<th>Leadership</th>
<th>Perks</th>
<th>HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay $15 minimum wage, marketable pay for all, &amp; yearly cost of living &amp; merit increases</td>
<td>Maintain 8-4:30 workday</td>
<td>Stop consolidating jobs</td>
<td>Campus meal plan for lunch/coffee</td>
<td>Centralized standard, rules, and training. Orientation for all employees</td>
</tr>
<tr>
<td>Compensation raises</td>
<td>Flexible/hybrid work schedule</td>
<td>Job descriptions that reflect actual duties</td>
<td>Recognition – thankyou’s small gifts</td>
<td></td>
</tr>
<tr>
<td>Annual cost of living increase (at least)</td>
<td>Flexible work arrangement (hours and location)</td>
<td>Communication without consequences, candid level of communication</td>
<td>Discounts at local restaurants</td>
<td></td>
</tr>
<tr>
<td>Additional PTO</td>
<td>Allow working through lunch if we choose to do so, to leave earlier – goes with 35 hours work week</td>
<td>Open communication focused on understanding, growth, and taking action</td>
<td>Free meals/catering for dept. appreciation</td>
<td></td>
</tr>
<tr>
<td>Pay scale on higher end of range of the job description</td>
<td>Work life balance</td>
<td>Revise justification committee: too time consuming</td>
<td>Incentive/apperception- bonus incentives (health)</td>
<td></td>
</tr>
<tr>
<td>With staff gaps: compensate for additional work</td>
<td>35 hour work week</td>
<td>Stop wasteful dept. spending, use it or lose it (re-prioritize savings)</td>
<td>Free access to RWC</td>
<td></td>
</tr>
<tr>
<td>Offer increase of PTO at two/three years and another increase at 5, then 10</td>
<td>Return of actual snow days</td>
<td>Efficiency with resources – tech, hiring</td>
<td>Return of the health incentive</td>
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<tr>
<td>Telecommuting options</td>
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<tr>
<td>Opportunities for advancement</td>
<td>Opportunities to work/collaborate with others – with appropriate notice</td>
<td>Turn on the hot water in bathrooms</td>
<td>Additional staff to cover needs</td>
<td></td>
</tr>
<tr>
<td>Areas for promotion</td>
<td>Control of own heating in offices</td>
<td>Retain employees to build relationships/consistency</td>
<td></td>
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</tr>
<tr>
<td>Great opportunities for development and advancement</td>
<td>Facility improvement, esp. South campus</td>
<td>Reflect more diversity and inclusivity</td>
<td></td>
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<tr>
<td>Safety on campus, esp. at night</td>
<td>Safety concerns as in access to buildings, security at doors</td>
<td></td>
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<tr>
<td>Physical facilities/grounds that are clean, safe, and adequate</td>
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