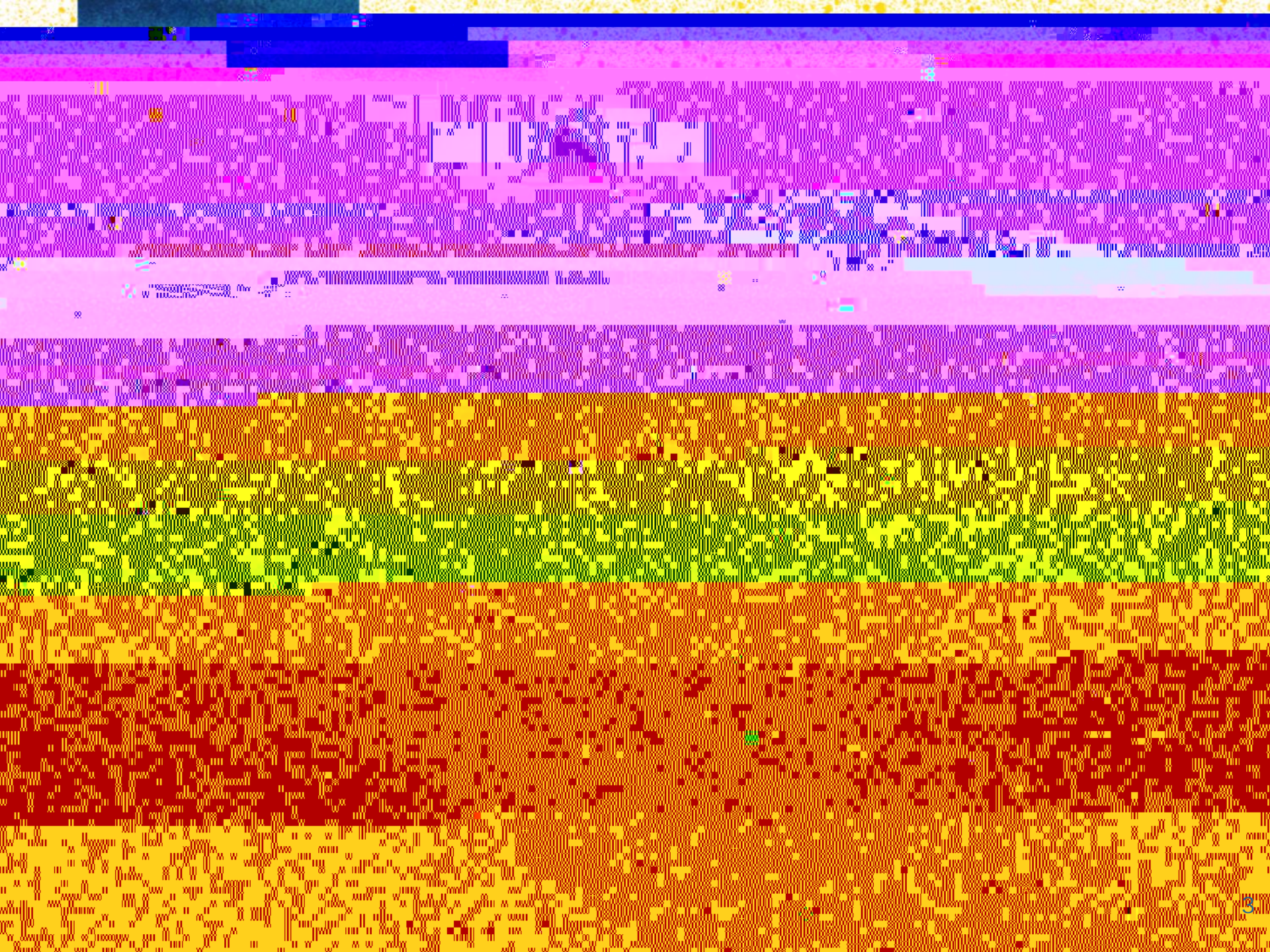


# INTRODUCTION- A PERFECT UAF

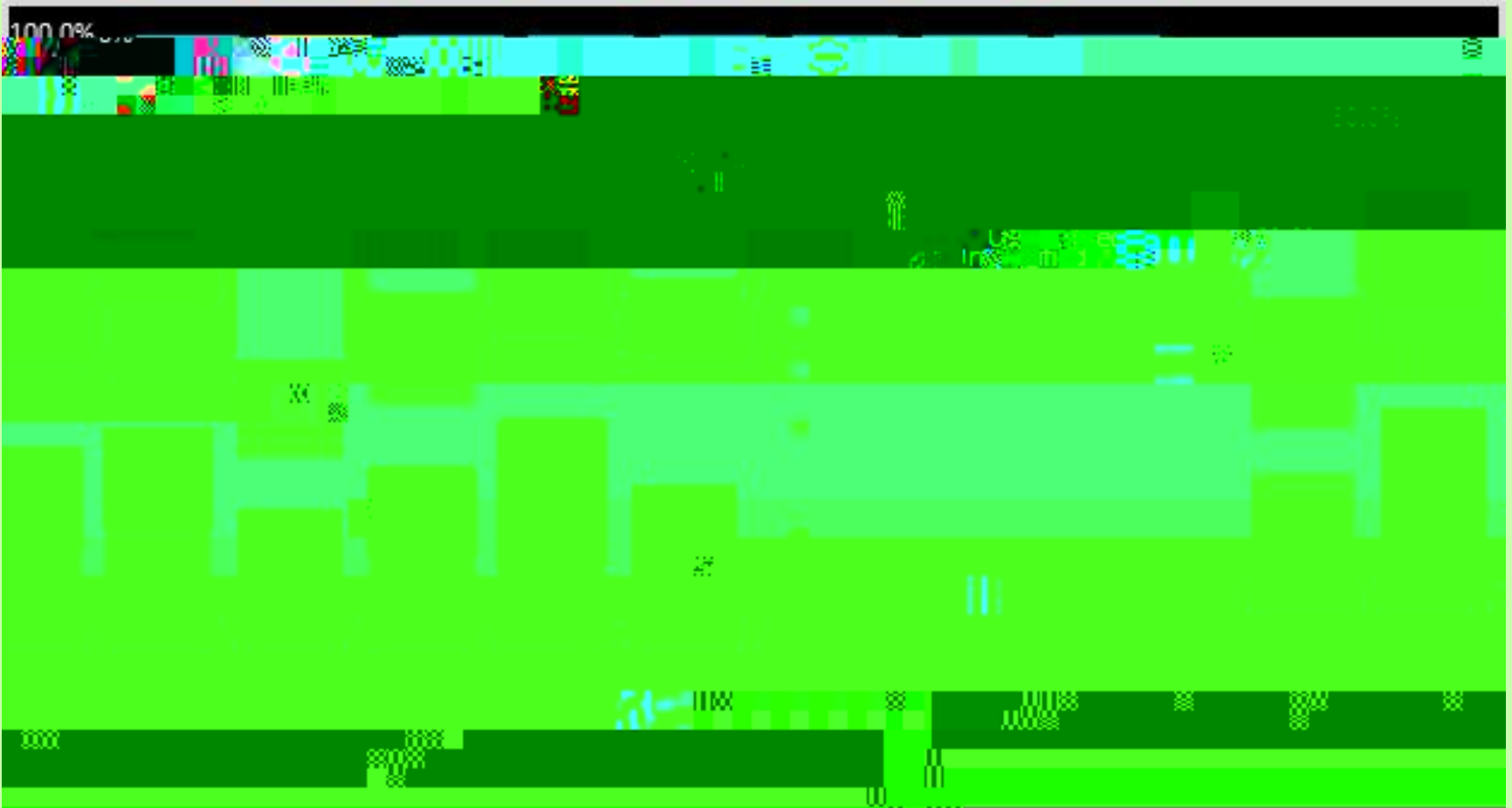






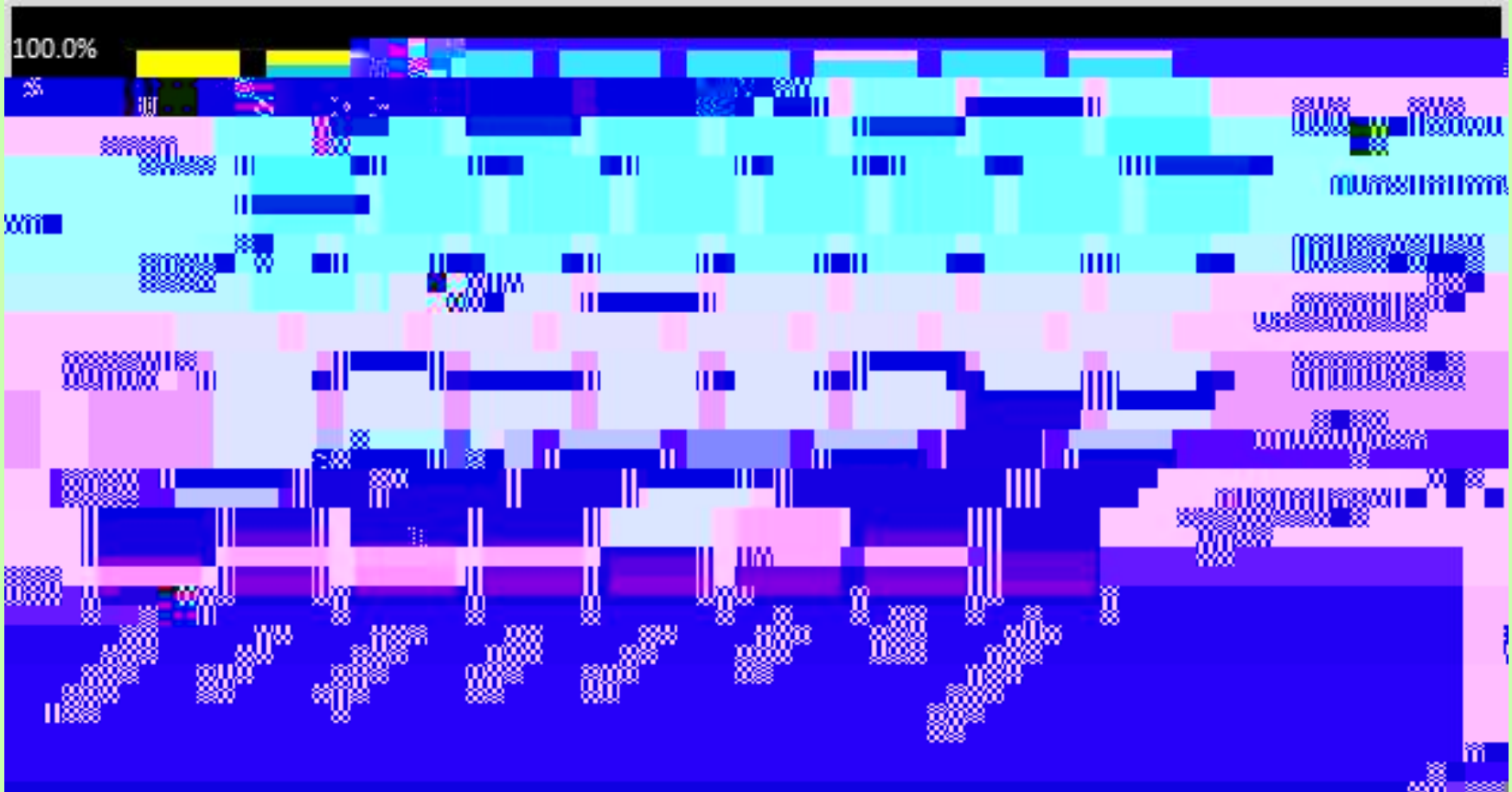
# UAF STAFF TOTAL LONGEVITY

(552 responses)



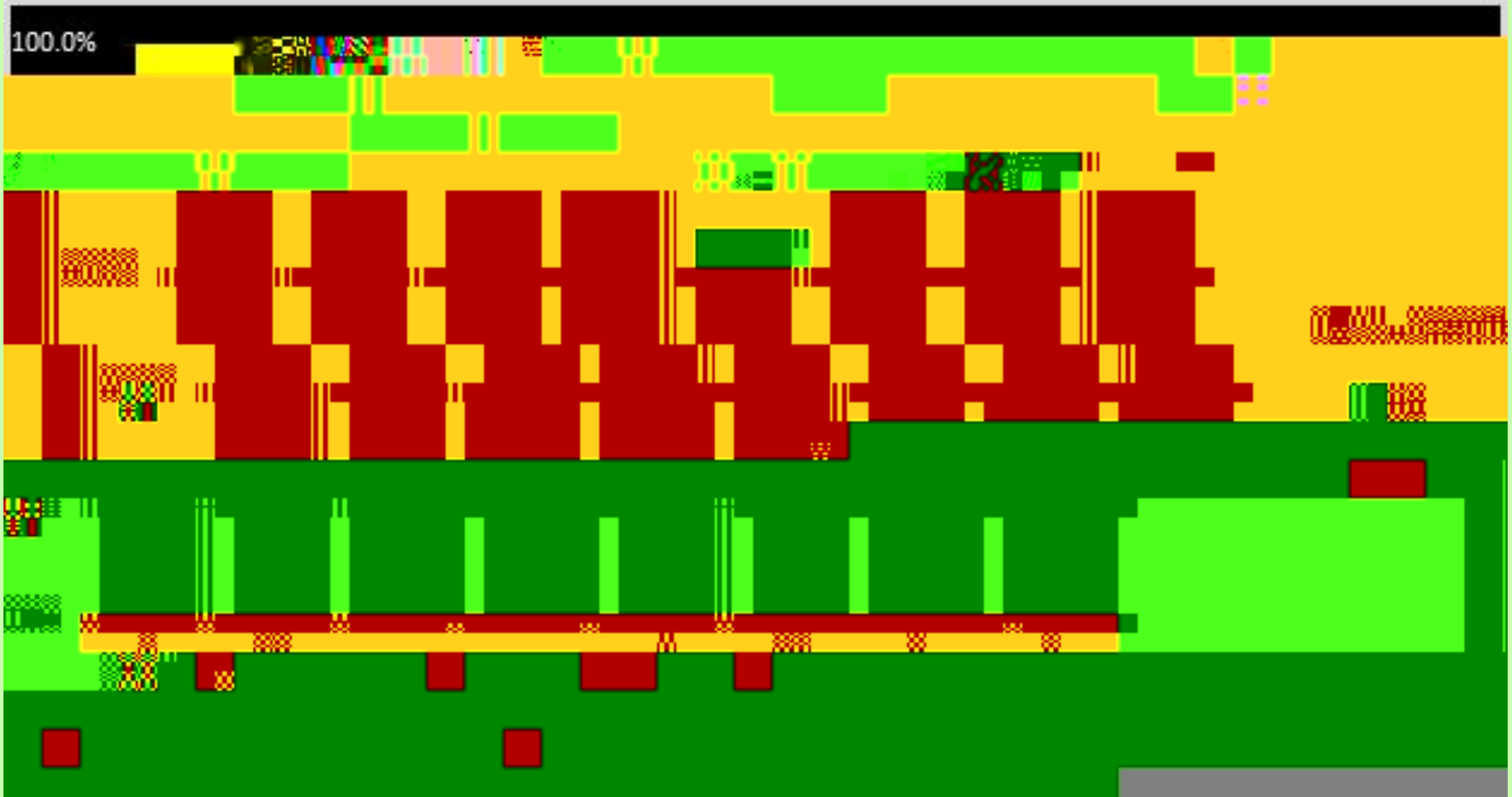
# TIME IN CURRENT POSITION

(547 responses)



# TOOLS NECESSARY FOR JOB

(530 responses)

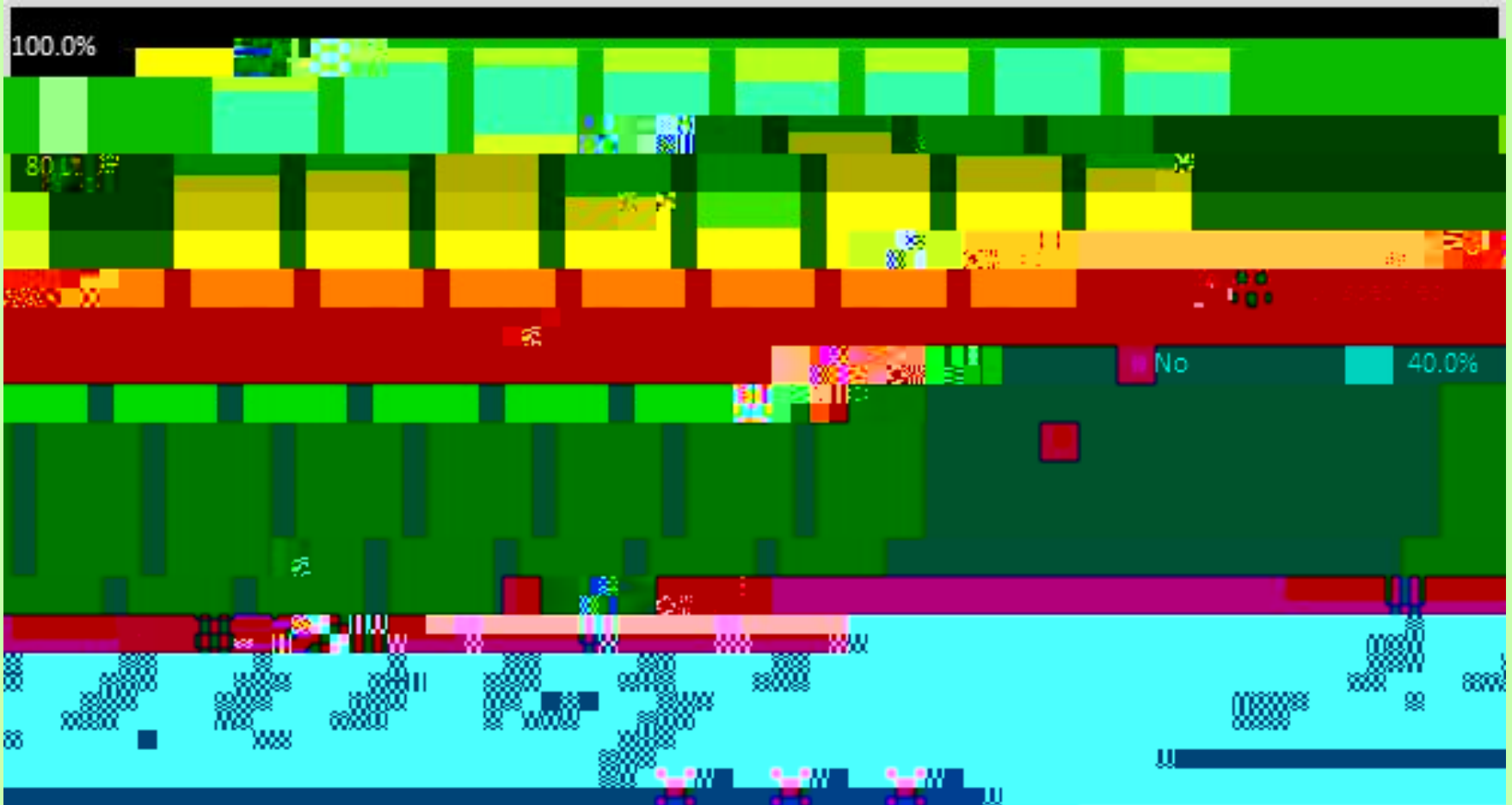






# ABILITY TO USE LEAVE

(536 responses)





when I need to use annual and sick leave. It is one reason I really like working for the University supervisors I have had.

I was tempted to quit, but where would I go?

∞ There is \_\_\_\_\_ without creating a hardship for others in my department.  
For the most part yes, however, I pay for it when I return to work I'm so far behind.

My supervisor micromanages my leave, as an exempt employee with no history of abusing leave, I am required to record my

\_\_\_\_\_ using leave because it means more work is being put on my co-workers, who are also stretched thin, but when needed.

Yes and no, yes that I have leave, no because my supervisor makes \_\_\_\_\_ for using it.

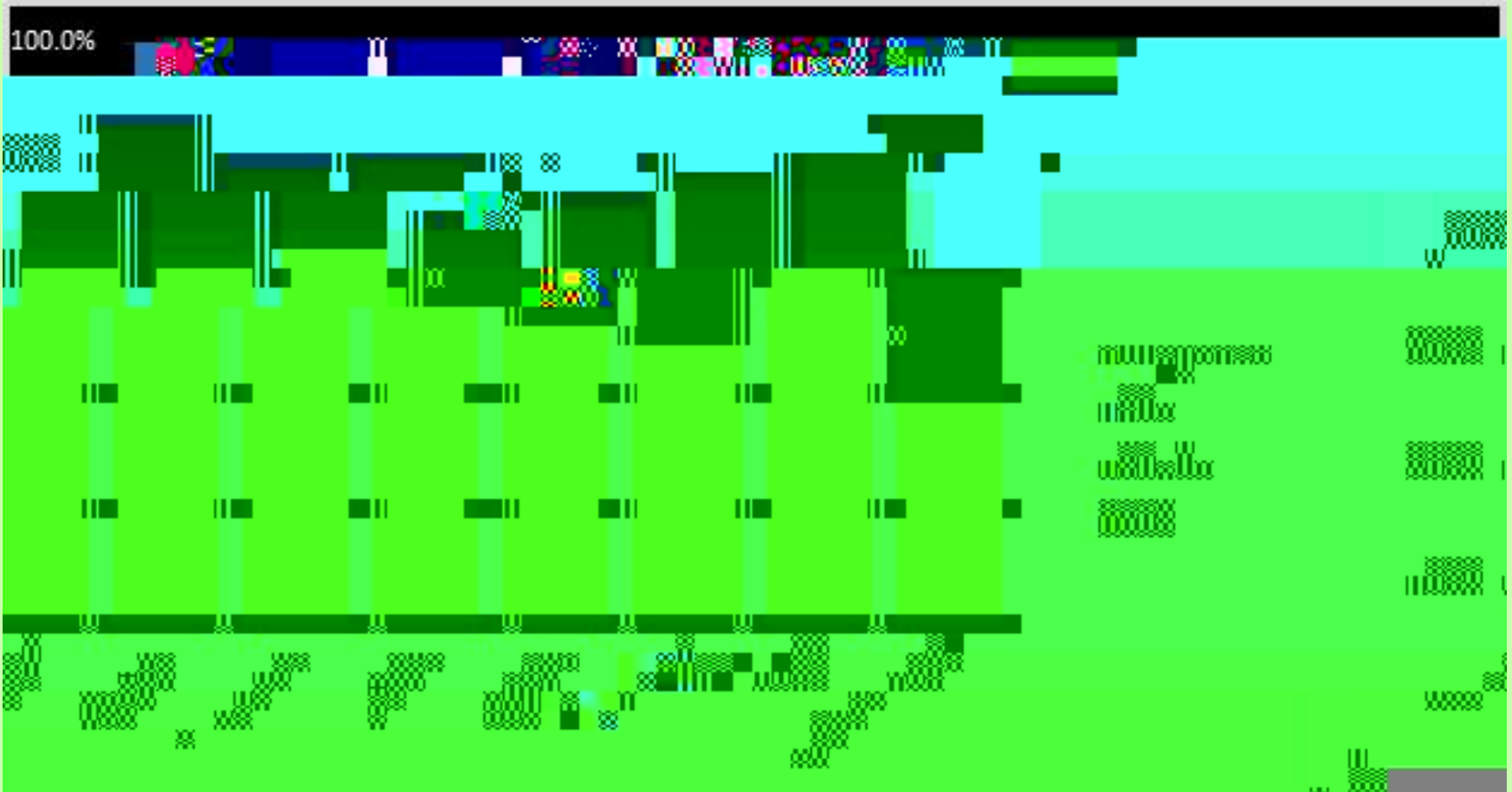
I use leave when I need, however, I always spend the day anxious and worried so I check my email throughout the day. On vacation I have to do this as well, otherwise I come back to too much work as

# SENSE OF APPRECIATION



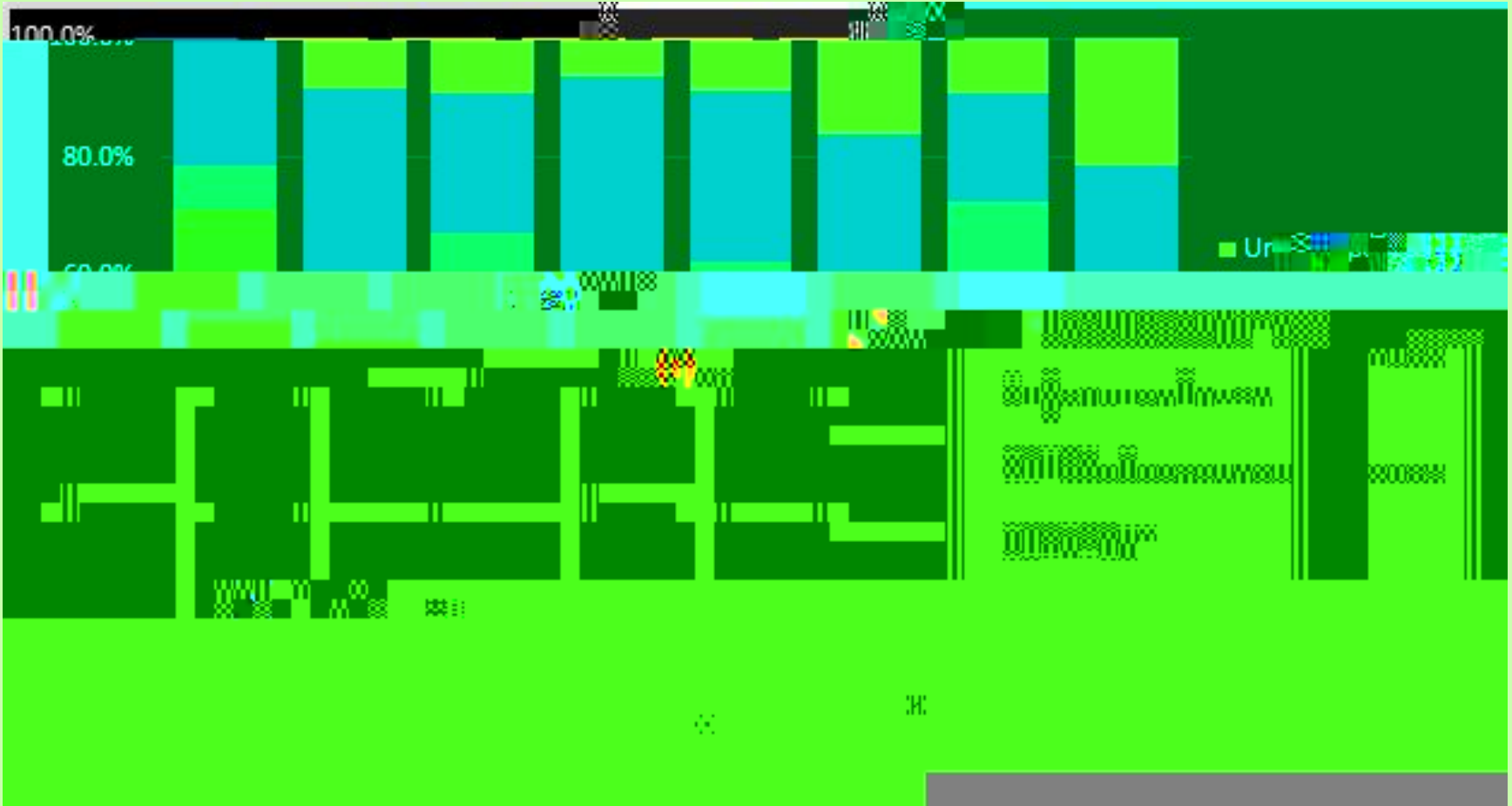
# ADEQUATE RECOGNITION

By Supervisor (547 responses)



# FREQUENCY OF RECOGNITION

(495 responses)







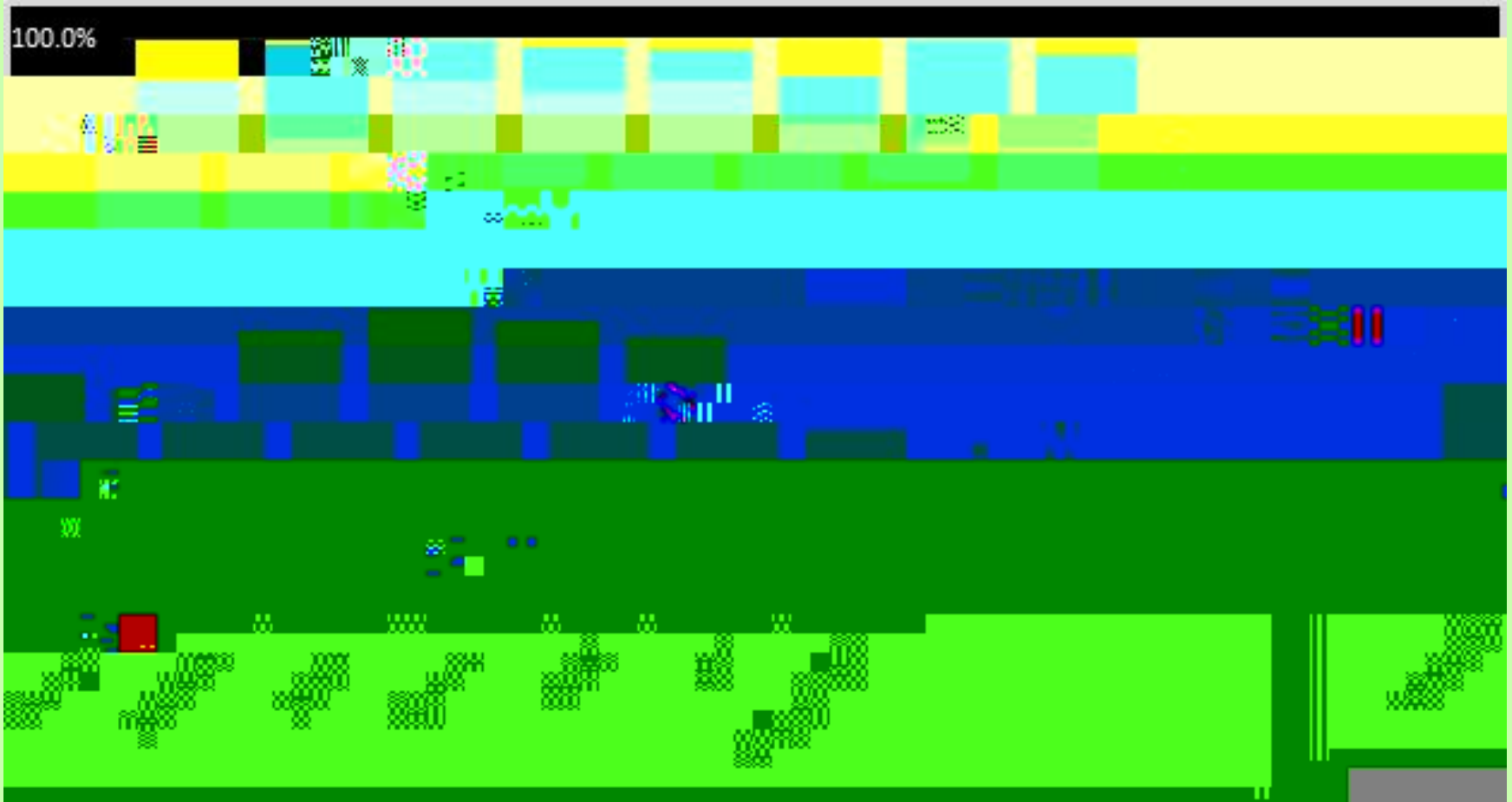
Overall I am operating under a culture of "don't make trouble by bringing up difficult issues." But I have to go to my supervisor to face and these need to be addressed.

I only get an annual review. I often wonder how long it will take to get a raise for months at a time.

I get a lot of "good jobs" but which means I haven't had an opportunity to ask for a raise in 3 years. My supervisors are great and often provide positive verbal recognition, however in the past I used to look forward to small bonuses or extra vacation days.

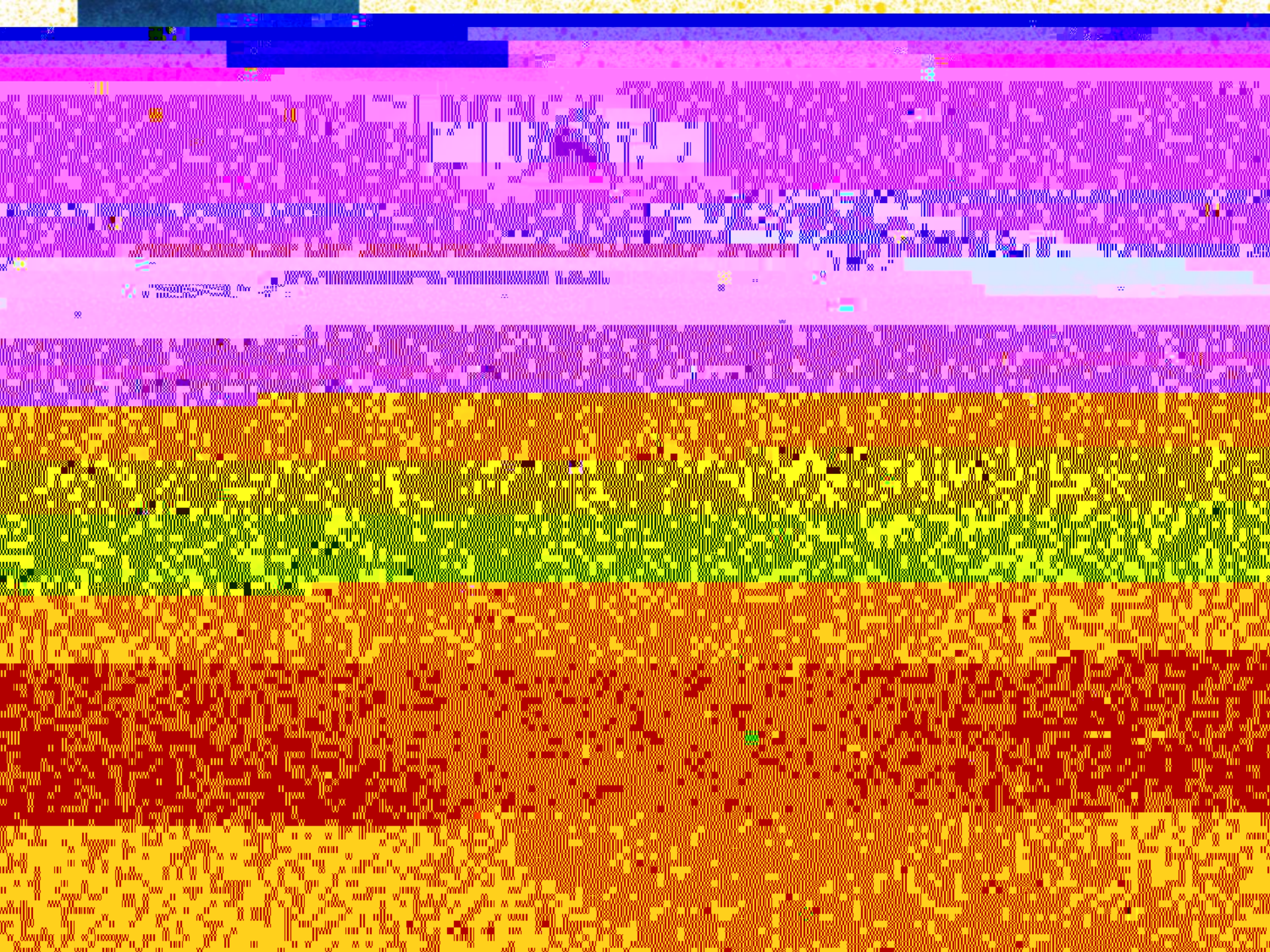
# JOB SECURITY

(545 responses)



There has been a lot of attrition, we are now at a point that no remaining staff can be lost without the department losing all functionality.



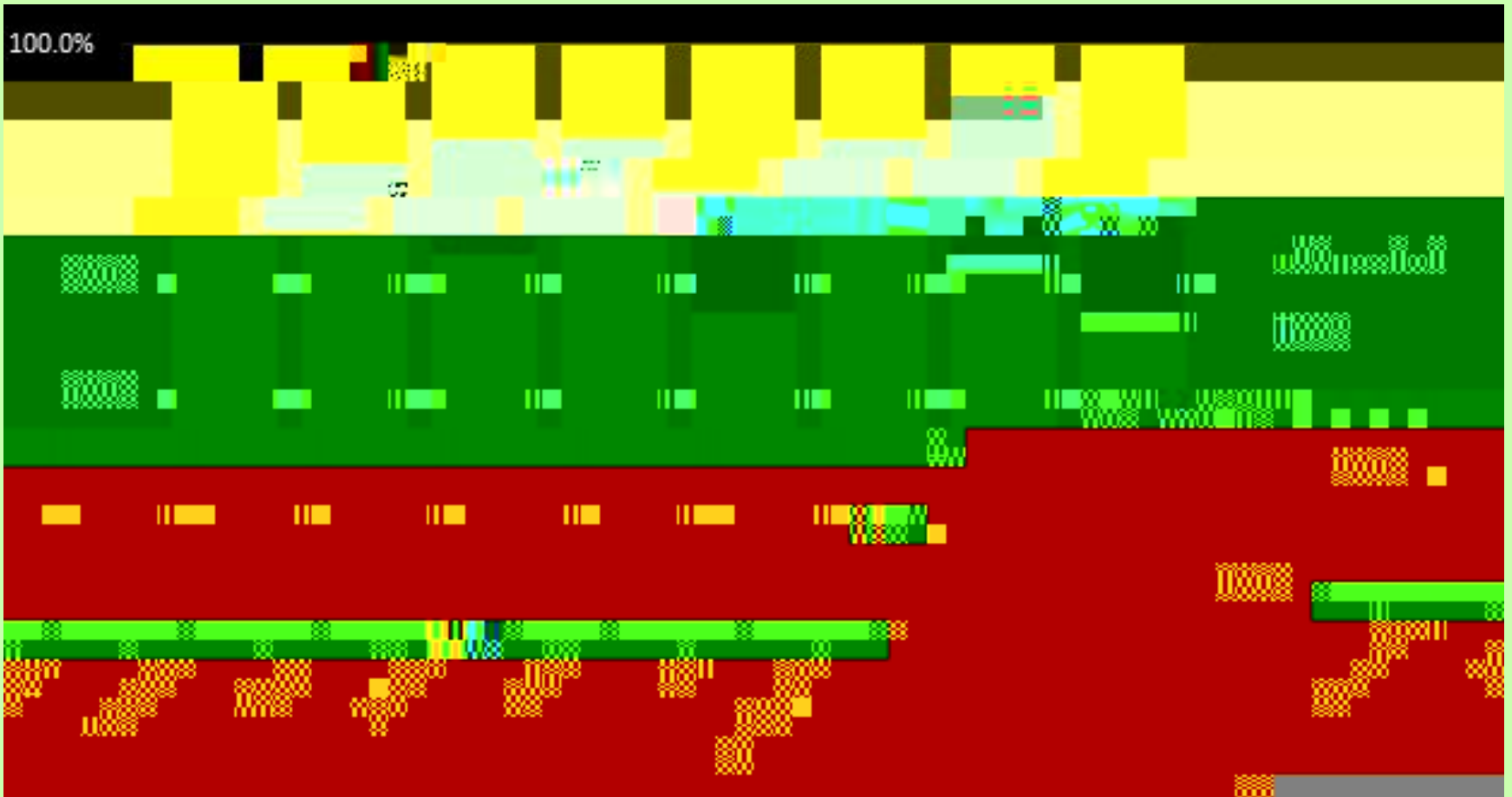


not so much on wages, but good working conditions and benefits. The benefits have eroded slowly over the years and no longer make up for the lower wages. It is frustrating to feel like we are sliding backwards.

Since we can't decide who we are, we pretend to be all things to all people. Once strong programs have been whittled away through attrition and ATB cuts. The damage of these cuts is starting to show. Enrollment is way down. Stellar faculty are leaving and not being replaced.

# SEEKING OUTSIDE EMPLOYMENT

(447 responses)

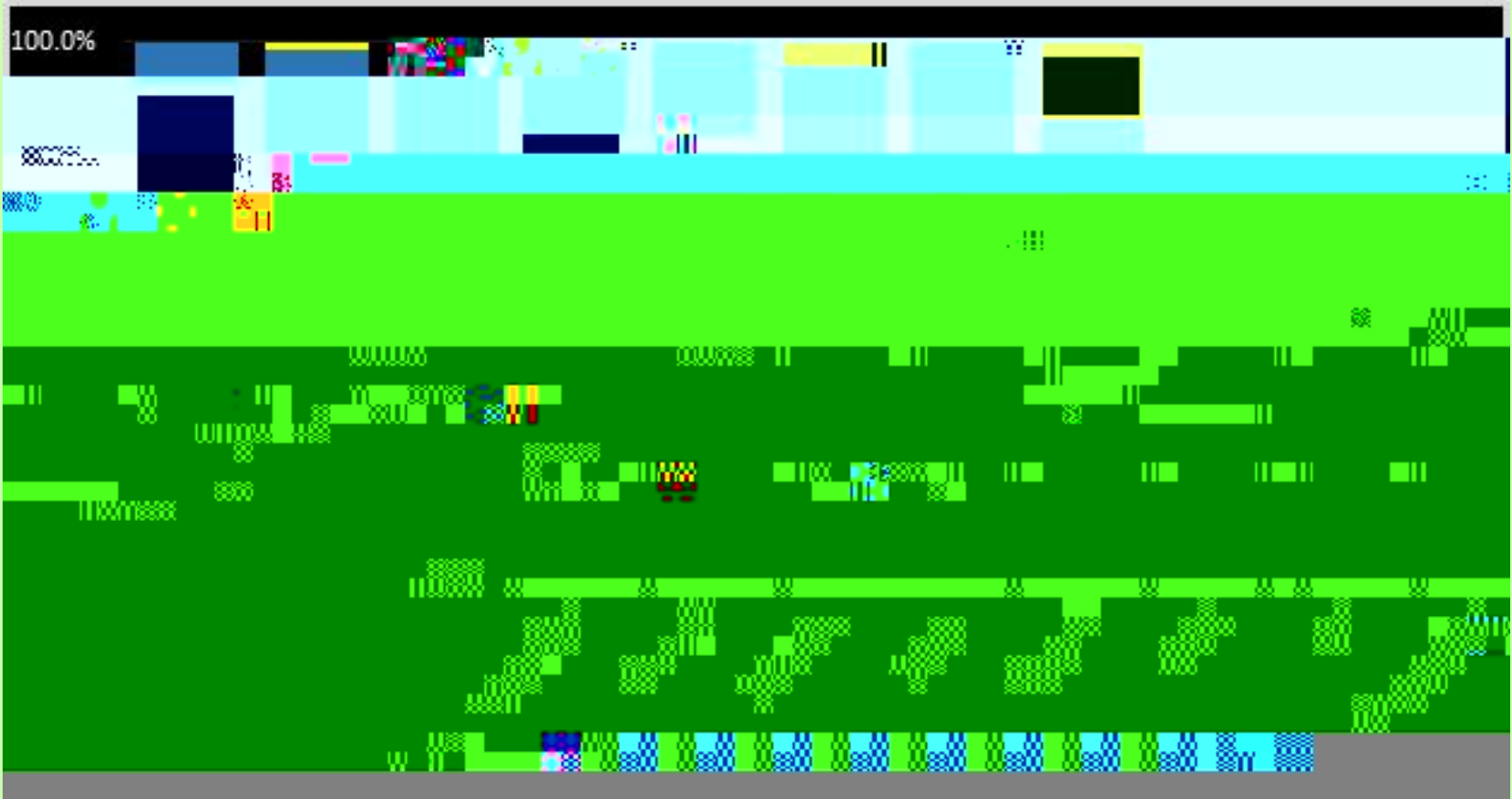






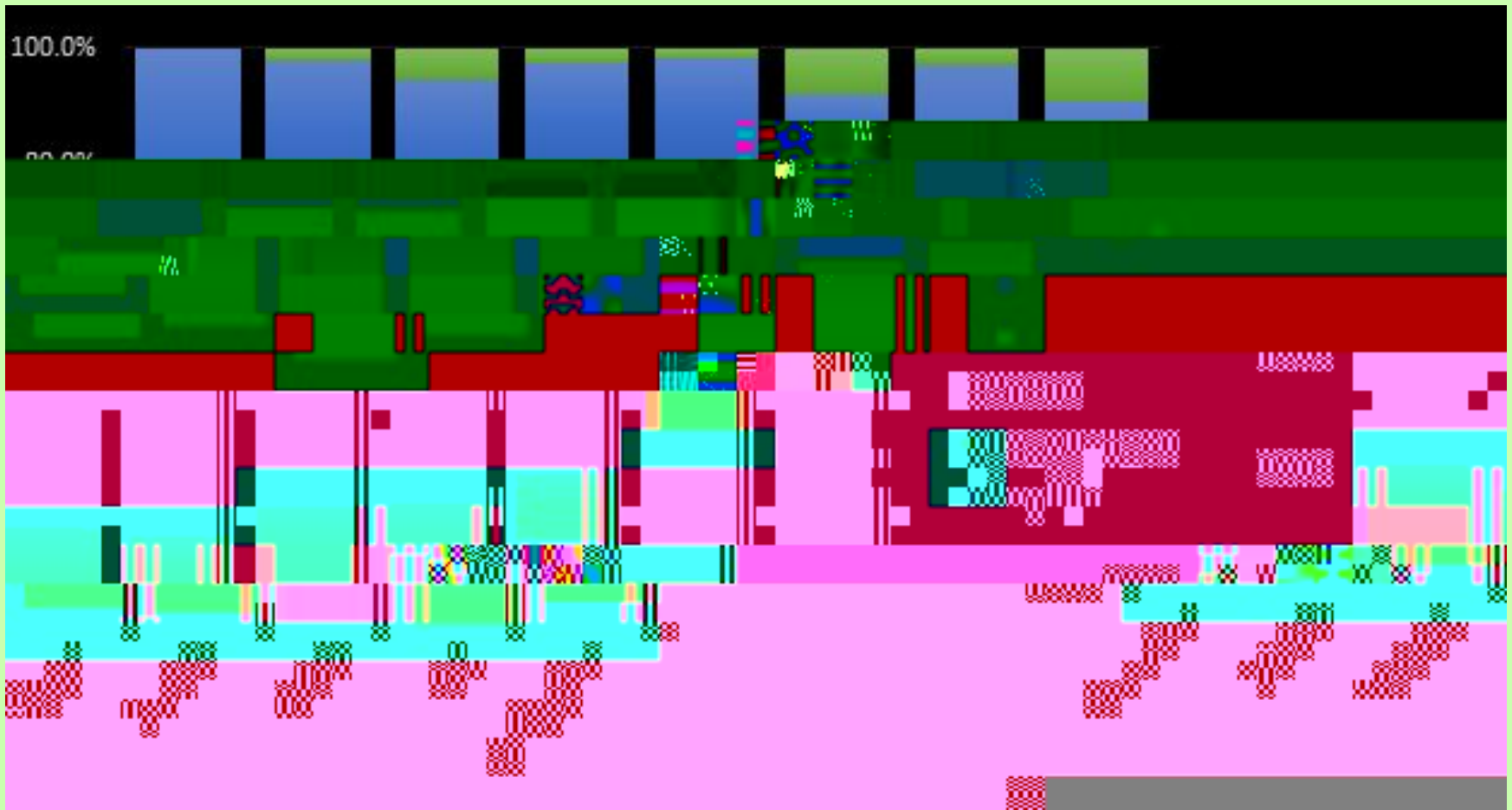
# REFER OTHERS

(538 responses)



# TRUST IN LEADERSHIP

(530 responses)



The mission isn't clearly communicated to staff so

It feels like there is a competition between the campuses that creates extra confusion for students and staff. We have made great strides with safety and are working toward being a more accepting university with some of the great gender equality actions taken over the past few years. I am proud to work here.

People make decisions for our department and they really have

People do not feel that there is anywhere to go about certain issues. If you say something about a concern you may lose your job or it will be made impossible for you to stay. There is a problem here. I do not trust the UAF leadership.

It seems like there is a lack of competitive hires as you move up the UAF hierarchy which creates a feeling of a good 'ol boys club.

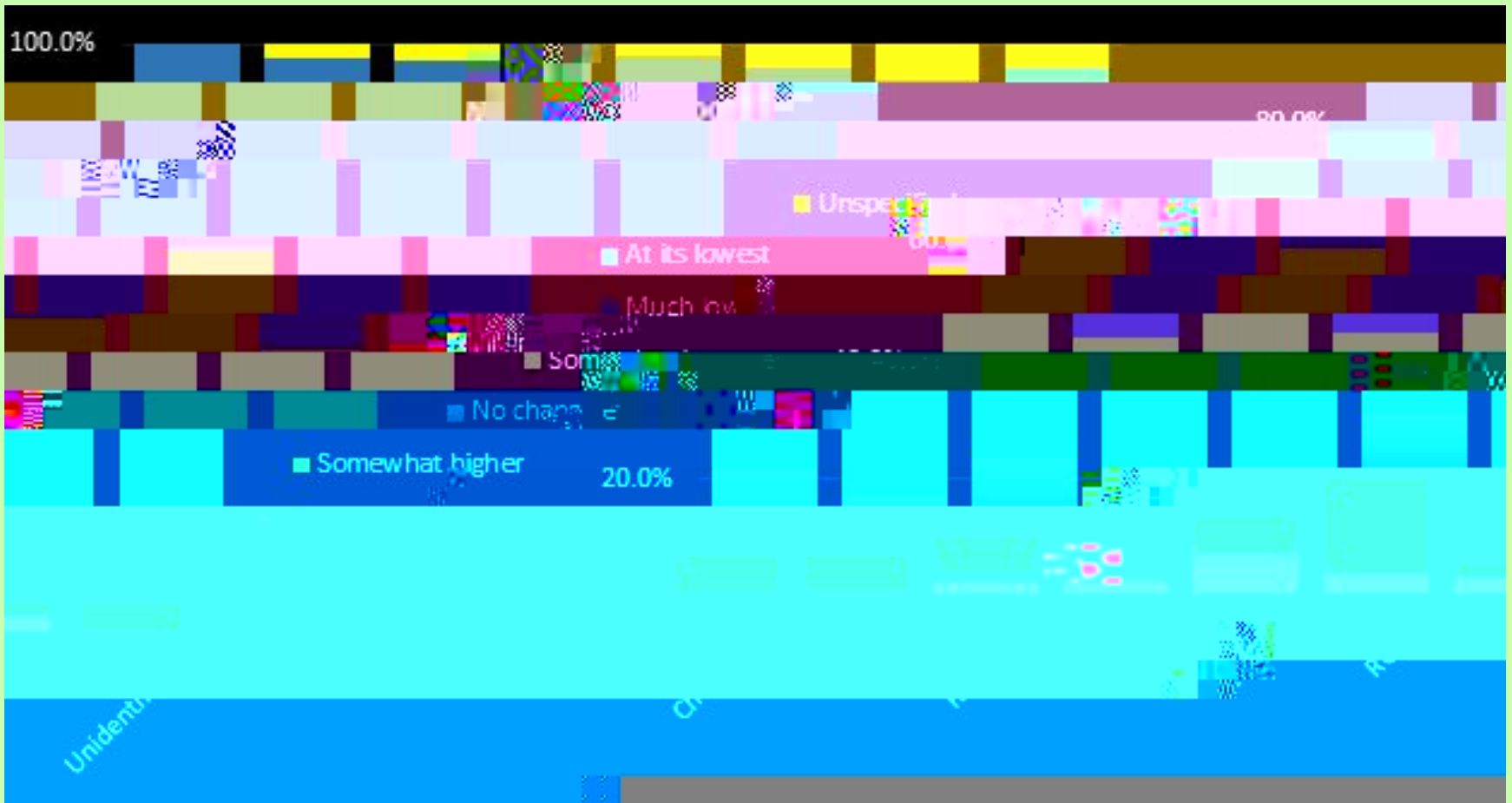


# CHANGE IN PERSONAL MORALE

(544 responses)

# OVERALL MORALE

(540 responses)



I don't look forward to coming to work nearly as much as I want to, I prefer to go home feeling like I accomplished something then realized there is little to no leadership and/or open communication from our director.

Too many times it should not be tolerated, but it is. The way UAF makes me want to work somewhere else. There is a lack of respect and that is rampant at UAF. I would suggest getting involved.

Treat all staff as peers and  
Don't micromanage staff.

Doubts about the trustworthiness of leadership at the director level and above. Bad staff are retained, good staff are forced to stagnate, and then made without input of the people impacted most.





Direct Appointments

Promises that are not kept.

I think the university desperately needs an influx of perspective from people who haven't internalized the philosophy of UAF for so many years. The internal hires, while are technically competent, they are not fresh. It is this vision and fresh outlook we could use.

It used to feel like staff were represented by HR. Now that all they can do is "prevent the university from being sued." It seems like they have no interest in actually representing us, especially since we have no union.

I was in a position where I went to HR for help and they made it worse. I have since moved to a new position and am much happier.

Even before the constant threat of budget cuts, - like getting a person hired - just to get our jobs completed was weighing many staff members down, add on the reduced budgets and increased workloads, morale has dropped even further.



Performance based raises, additional personal holiday, some kind of acknowledgement for those who go Cross training to show UAF is investing in it's employees

Reinforcement that staff are valued rather than give the impression staff should feel thankful for our jobs

to negate the unintended consequences of leadership making decisions without understanding the full picture

Let the people you hire

that give staff the opportunity to leave their offices and mingle with other UAF staff.

Have a way for staff to request pay increases.

Improve the onboarding process for new employees.

Stop with the nonsense touchy feely emails about how we empower and value our employees when that is absolutely not the case. Here is an example, to hire a student I need to have the VC approval. Really? that to the department to manage their own budget.


Administrators, deans and directors need to be cognizant of the low morale and actually in order for anything to improve.

If a department experiences high turnover in a very short time find out why they all left, there is of that department.

Lead by example, and implement/follow through, don't make examples of bad behaviour, but ensure the correct messaging is sent that

Showing real investment in department goals and functions and building/recognizing team member strengths.

Be completely forthcoming about criteria that are being used to make difficult decisions. I have confidence in the people trying to do this for UAF, but sometimes we feel like a  where the rules are not always clear.

Offer  and offer more professional development to staff to make them feel more engaged.

 Often leadership tour my workplace, but have never asked what I need to do my job better.

Get rid of poor leadership. If there is a department with high turnover, look for the problem. People don't quit jobs, they quit people.

Improve career opportunities; but as a public institution all positions should be advertised. Specific positions with an identified career track should be the only way to get direct appointed. Provide LEADERSHIP training to all levels of supervisors. If we continue to hire from within, we need to do a better job of developing leaders.

I want to feel like \_\_\_\_\_ Leadership needs to know how departments treat their employees and take the time to figure out what needs to be done to make things better.

Open communication to all employees is a must. Expecting supervisors to share the information is not effective. This \_\_\_\_\_ and alienation of staff.

\_\_\_\_\_ for the reason that they take on a very difficult job and work very hard. A regular process of \_\_\_\_\_ in the university would offset some of the less encouraging ones that have been prevalent in the past few years.

regarding the setting of priorities at UAF that will help us get through the hard times together. Please listen to me about my needs and concerns, communicate





- Allow refilling of critical positions without VC approval.

- Support units to facilitate retention based on performance.
- Provide training necessary for how to conduct these crucial conversations.

Allow HR to increase resources to build critical and desired training programs, including leadership, crucial conversations, and

Get to know your people and begin listening to concerns.

- Require each VC to walk their units (minimum 1 hour per week).
- Leadership to hold monthly public forums. Each forum should have a topic and allow time for public questions and comments.
- Communicate the importance of staff participation in UAF advocacy.



