SW STAFF MORALE SURVEY
CONDUCTED BY: STATEWIDE ADMINISTRATION ASSEMBLY (SAA)
SURVEY METHOD & TERMINOLOGY

• SURVEY WAS SENT TO ALL SW STAFF MEMBERS ON NOVEMBER 15, 2016 USING THE UA SW LISTSERV.

• OF THE 194 SW STAFF MEMBERS, 131 RESPONDED.
   – RESPONSE RATE: ~67%

• SURVEY WAS 13 QUESTIONS LONG; ALTHOUGH, SKIP LOGIC LIMITED RESPONDENTS TO ANSWERING AT MOST 11 AND AT LEAST 9 QUESTIONS, BASED ON THEIR RESPONSE OF DECREASED, NO CHANGE, OR INCREASED MORALE.

• INDIVIDUAL MORALE IS THE RESPONDENT’S REPORTED CHANGE IN PERSONAL MORALE, AND IS USED INTERCHANGEABLY.

• OVERALL MORALE IS THE RESPONDENT’S PERCEIVED CHANGE IN SW STAFF MORALE, AND IS USED INTERCHANGEABLY.
SUMMARY

• 65% of SW staff reported a decrease in their own personal morale, 16% indicated no change, and 19% stated their morale increased (slide 5).

• Overall morale was perceived to have decreased by 81% of SW staff (slide 10).

• The most common reasons for increased personal morale were increased confidence in, and communication from, leadership (slide 7).

• The most common reasons for decreased personal morale were: increased workload, lack of job security, and negative comments/attitude about SW (slide 8).

• 44% of SW staff indicated they do not feel positive about their job security (slide 15).

• 23% of SW staff stated that they were actively looking for employment outside the UA system (slide 16).
RESPONDENTS’ LONGEVITY AS A UA EMPLOYEE COMPARED TO LONGEVITY AS SW STAFF

**Longevity as UA Employee**

- <1 yr: 8.40%
- 1-5 yrs: 23.66%
- 6-10 yrs: 29.01%
- 11-15 yrs: 19.08%
- >15 yrs: 19.85%

**Longevity as Statewide Staff**

- <1 yr: 16.79%
- 1-5 yrs: 39.69%
- 6-10 yrs: 29.01%
- 11-15 yrs: 10.69%
- >15 yrs: 3.82%
65% of UA SW staff reported a decrease in personal morale.
MORALE DECREASED ACROSS ALL LONGEVITY GROUPS ON AVERAGE, EXCEPT THOSE WHO HAVE BEEN EMPLOYED LESS THAN ONE YEAR.

Average Change in Individual Morale

Longevity at UA

Longevity at SW

Average Individual Morale
Over 55% of staff who experienced an increase in morale stated increased confidence in leadership as a reason.

Increased communication from leadership was listed as a reason by nearly 48%.
INCREASED WORKLOAD, LACK OF JOB SECURITY, AND NEGATIVE COMMENTS/ATTITUDE ABOUT SW WERE LEADING CONTRIBUTORS TO INDIVIDUAL MORALE DECLINING.

Factors That Have Adversely Impacted Individual Staff Morale

THERE WAS A SIGNIFICANT DIFFERENCE BETWEEN GROUPS WHO STATED LACK OF CONFIDENCE IN LEADERSHIP (A) AS A REASON AND THOSE WHO IDENTIFIED LACK OF OPPORTUNITY FOR PAY INCREASES (E) AND NEGATIVE COMMENTS/ATTITUDE (H) ABOUT SW AS FACTORS.
A MAJORITY OF RESPONDENTS WHO EXPERIENCED A DECREASE OR NO CHANGE IN MORALE SELECTED COMPETITIVE PAY INCREASES AS A METHOD TO IMPROVE THEIR MORALE.
Over 80% of staff perceived morale decreased at SW over the last two years.

Change in Perceived, Overall UA SW Staff Morale Over the Past Two Years

- Declined a great deal: 45.31%
- Declined somewhat: 35.94%
- Improved somewhat: 10.16%
- Improved a great deal: 7.81%
- No change: 0.78%
PERCEPTION OF OVERALL MORALE WAS ON AVERAGE LESS THAN WHAT INDIVIDUALS REPORTED.

Average Perceived Change in Morale

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<thead>
<tr>
<th>Longevity at SW</th>
<th>Longevity at UA</th>
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<tr>
<td>6-10 yrs</td>
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<td>&lt;1 yr</td>
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No Change
Decreased
Change in Morale

AVERAGE PERCEIVED MORALE
LEADERSHIP FACTORS ARE PERCEIVED TO HAVE THE MOST POSITIVE IMPACT ON STAFF MORALE.
FACTORS PERCEIVED TO NEGATIVELY IMPACT STAFF MORALE ARE SIMILAR TO THOSE NEGATIVELY IMPACTING INDIVIDUAL MORALE, EXCEPT THAT LACK OF CONFIDENCE IN LEADERSHIP WAS THOUGHT TO BE A MORE SIGNIFICANT REASON.
ADDITIONAL DEVELOPMENT OPPORTUNITIES AND INCREASED COMMUNICATION FROM LEADERSHIP WERE PERCEIVED TO BE MORE COMMON FACTORS FOR IMPROVING OVERALL STAFF MORALE THAN INDICATED AT THE INDIVIDUAL LEVEL.
44% of SW staff feel positive about their job security.

36% of SW staff do not feel positive about their job security.
OVER 23% OF SW STAFF INDICATED THEY WERE ACTIVELY LOOKING FOR EMPLOYMENT OUTSIDE THE UA SYSTEM.
50% of staff who felt strongly that their job was not secure indicated they were looking for employment outside UA.

Job security and looking for employment outside UA are weakly correlated (~-0.3)
STAFF WITHIN THE 6-10 YEAR GROUP INDICATED THEY WERE LOOKING FOR OUTSIDE EMPLOYMENT AT A HIGHER RATE, ON AVERAGE.
ON AVERAGE, SW STAFF PERCEIVED OVERALL MORALE TO BE 22% LESS THAN THEIR OWN REPORTED MORALE.
NEXT STEPS

SAA IS WORKING TO IDENTIFY POTENTIAL METHODS TO IMPROVE SW STAFF MORALE BASED ON THE ANALYSIS OF YOUR RESPONSES.

FURTHER ANALYSIS OF THE 231 COMMENTS WILL BE CONDUCTED IN ORDER TO BETTER ADDRESS YOUR CONCERNS.

IDENTIFIED POTENTIAL MORALE IMPROVEMENT METHODS WILL BE SHARED WITH UA LEADERSHIP

THANK YOU, SW STAFF, FOR YOUR PARTICIPATION.