

**OBJECTIVE**

- The objective of the Spring 2019 Praxis Workshops at the University of Arizona was to unpack the findings of the Occupational Health Index (OHI) Survey administered to faculty and staff in Fall 2018 ( $n=4,209$ , 33% response rate); see link for OHI results: <https://strategicplan.arizona.edu/strategic-plan-implementation>.
- Our process was informed by the Effective Academic Governance report derived from the *Harvard COACHE survey* (Wellundemo & Mathews, 2015). The workshops sought to build consensus around action areas to create our best work environment. Praxis workshops results summarized here used the following procedures:
  1. Participants were given the OHI results data pack;
  2. Individuals reflected on UA strengths, weaknesses, climate, and measurement strategy. These were anonymously collected;
  3. Brief presentation was given on workshop goals and OHI key findings;
  4. Gallery walk for OHI findings provide group reflection;
  5. Individuals chose which OHI outcome they wanted to discuss further;
  6. Small group discussion on focused topics identified action steps; and
  7. Large group discussion solicited consensus for shared action steps.

**Total attendance: 297**  
**Locations offered: 13**  
**Praxis Workshops: 19**  
**Modalities offered: In person and via Zoom**

**Faculty Representation**

**Staff Representation**

Deans or Associate Deans	8
Director/Department Head/Vice	10
Professor	5
Associate Professor	4
Assistant Professor	10
Associate Professor of Practice	3
Assistant Professors of Practice	5
Other faculty	5
Lecturer	4
<b>Total</b>	<b>54</b>

Program Coordinators	39
Director/Assistant Director	28
Administration Staff	14
Academic Advising	14
Business/ Business Manager	16
Executive/Admin Assistants	7
Budget	7
Researcher/Research Specialist	7
IT	6
Career Educator	5
Human Resources	5
Libraries	5
Chief Operating Staff	3
Accounting	4
Other Individual Positions	47
<b>Total</b>	<b>207</b>

**Zoom Representation**

(Employment Classification Unknown)	36
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**IN THEIR OWN WORDS, FACULTY AND STAFF DESCRIBED UA**

**UA Strengths**



**UA Current Work Environment**



**UA Weaknesses**



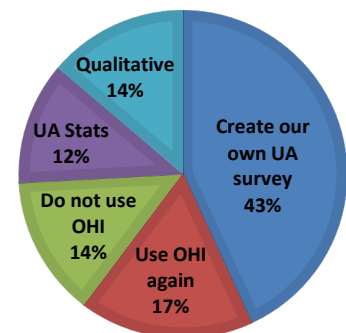
**SUMMARY OF FEEDBACK ON OHI RESULTS BY OUTCOMES**

Participants were asked to reflect on OHI results by outcome with the following prompts:  
 “Do you agree with the findings, why/why not? Help us focus the issue. Why does this issue occur?”

OUTCOMES	KEY FEEDBACK THEMES	PARTICIPANT QUOTES
<b>Accountability</b>	There is a need for more role clarity and title clarity in order to address inconsistency in process for performance reviews, and incentives. There is a need for merit-driven accountability.	“Accountability comes from excellent leadership, so leadership development is essential.” “High performing faculty/staff get more responsibility, but not more help or \$.”
<b>Capabilities</b>	UA has existing tools, capabilities, and talent, but is missing cohesion across units and documentation of best practices.	“We have abundant people capabilities in all areas but we are not good at pulling them together/ coordinating to make the sum stronger than the parts.”
<b>Coordination &amp; Control</b>	There are silos between units and across colleges. There is a need for an improved system for performance reviews and best practices.	“We do not include strategic items on performance evaluation.” “Each dept/college has different performance evaluation approach - hard to harmonize with goals.”
<b>Direction</b>	There is a lack of a central vision and strategic direction across all campuses.	“Staff often don’t get to see the big picture in how their program fits into UA. Staff are often left out of decision-making at the department level.”
<b>External Orientation</b>	We need to continuously improve partnerships with indigenous communities, local community members, and local small businesses. Better tracking and communication is needed.	“We need to better communicate with the public about the amazing things happening here.”
<b>Innovation &amp; Learning</b>	Units and teams need to adapt to change and update policies and procedures to be consistent with the strategic plan.	“More incentives/rewards for innovation might spur breaking out of the business as usual mode.”
<b>Leadership</b>	There is a greater need for diversity and equity in UA leadership. There is need for role-clarity and ongoing leadership training.	“Lack of transparency with staff as to why policies are in place/made/changed.” “Leaders in my college show concern for our welfare.”
<b>Motivation &amp; Work Environment</b>	Faculty and staff find their work inherently motivational; however, there are salary disparities and lack of incentives. There is a need for creative solutions to support employees.	“Most people are enthusiastic about their jobs. I feel a keen sense of teamwork in my job.” “Employees often seem uncomfortable speaking up about concerns.”

**HOW SHOULD WE MEASURE  
WORK ENVIRONMENT IN THE FUTURE?**

When asked about the best method to assess work environment in the future, the largest percentage of respondents recommended to create our own UA survey.



**PARTICIPANTS IDENTIFIED ADDITIONAL OUTCOMES NOT MEASURED BY THE OHI**

- Pay equity was mentioned several times at different sessions as something that needs to be addressed.
- Too much decentralization was mentioned several times with a preference for more centralization of certain processes that can improve financial processes and support, uniformity, oversight, IT and infrastructure; and in certain cases may help reduce confusion for students.

**WHICH OHI OUTCOMES WERE CHOSEN MOST OFTEN BY PARTICIPANTS FOR DISCUSSION TO IDENTIFY ACTION STEPS TO IMPROVE, BUILD OR SUSTAIN?**

Accountability	Motivation & Work Environment	Capability	Leadership	External Orientation	Direction	Coordination & Control	Innovation & Learning
11	8	7	6	6	4	3	3

**ACTION STEPS IDENTIFIED BY PARTICIPANTS  
TO BUILD, IMPROVE OR SUSTAIN OUR BEST WORK ENVIRONMENT**

**ACCOUNTABILITY and LEADERSHIP**

- Do annual reviews for all faculty and staff. Communicate clearer expectations during annual reviews. Link results to incentives. Implement more merit raises, coaching, and focus on soft skills. Use the career conversations tool for faculty.
- Set rubrics and accountability to update guidelines and processes within units every 3-5 years.
- Create safe spaces for accountability conversations, implement more frequent high-yield reviews, and provide incentives that are connected to annual reviews.
- Complete more frequent (possibly annual) reviews of Deans and administrators that include the 360 assessment.
- Accountability messages need to come from our leaders with more transparency.

**MOTIVATION/WORK ENVIRONMENT and CAPABILITIES**

- Allocate time on-the-job for professional development and management training. Implement more training for leaders. Offer more online trainings and advanced modules for existing trainings.
- Improve work environment for career-track faculty through bylaw inclusivity, more recognition, better communication with this group, and more mentoring.
- Once talent is acquired there is a need for ongoing coaching and mentoring. A structured mentoring program with an online match system was suggested, particularly for faculty.
- More frequent internal hiring, and better hiring packages for internal candidates, are needed.

**DIRECTION**

- Communicate one clear succinct mission and vision statement across all UA campuses, especially when onboarding new faculty and staff. Help employees see their role in the strategic plan implementation.
- Establish clear communication at the department-level and team-level. Provide early communication with all team members when there are changes in policies, rules, or guidelines.
- Communicate priority for innovation and clear paths for innovation.
- Increase opportunities for employee involvement through faculty shared governance, gather more early input from staff, and increase Zoom access at meetings (especially to include UA South and UA Phoenix).
- Improve community engagement and partnerships especially those with marginalized and vulnerable populations.

**BRINGING OUR UNIVERSITY COMMUNITY TOGETHER**

- Implement regular town halls to communicate updates and changes at the college or university level. This is also an opportunity to receive input.
- Create University-level events /conferences around strategic plan initiatives and to get to know people, programs, and research across campus. This will help break down silos.
- Hold joint faculty and staff meetings at team-level and unit-level.
- Promote and post better signage for UA South visibility and to feel included with broader UA community.
- *“Promote more contagious enthusiasm.”*

**IN SUMMARY**

Participants were pleased to be involved in learning about and interpreting the OHI results. We were able to reach a wide range of faculty and staff in a short time period. The process of the workshops was effective in obtaining significant feedback within a one-hour session. Thanks to everyone's input, we have developed action plans to move forward with our initiative.

Praxis workshops provided much greater insight and clarification beyond survey findings. The majority of respondents agreed with the key findings from the OHI; however, they also identified new topics and specific action steps. Several key action steps indicated in the Praxis workshops overlapped with action steps identified by UA senior leaders: 1) improve strategic clarity with communication about mission and values; 2) Improve/Implement people performance review; 3) Enhance operational management with improved metrics and processes; 4) Better role clarity. Additionally, Praxis workshops identified more action steps that can easily be implemented at the unit level as well as recommendations for leaders related to community involvement, communication, and ideas to break down silos and bring the university community together.

**WE INVITE FACULTY AND STAFF TO HELP IMPLEMENT ACTION STEPS**

In the next year 2019-2020, our Initiative will lead work with the following action taskforces. We anticipate that these taskforces will meet twice per month for one hour and will set concrete goals to complete in the next year.

Some taskforces may have additional prep work required outside of the meeting time. Approximately 10 slots per taskforce will be available. [If you are interested please sign up here.](#)

1. *UA Best Work Environment Internal Assessment Taskforce*
  - a. The goal of this taskforce is to review existing surveys and to develop a new instrument to use on an annual basis to track UA's best work environment. Faculty and staff are invited to participate.
2. *Annual Review and Pay Equity Best Practices Taskforce*
  - a. The goal of this taskforce is to research current best practices for annual review and pay equity of faculty and provide recommendations to the Faculty Senate and Vice Provost for Faculty Affairs. Faculty are invited to participate. (Note: Human Resources is working on addressing staff pay equity best practices through UCAP.)
3. *Career Conversation Taskforce for Staff*
  - a. The goal of this taskforce is to provide recommendations about how to ensure that all staff receive regular and high quality performance evaluations. Faculty and staff are invited to participate.
4. *Motivation/Work Environment and Leadership Taskforce*
  - a. The goal of this taskforce is to identify key areas to focus on in the next year to sustain and grow employee talent and motivation, opportunities for leadership development, and bringing our university community together. Faculty and staff are invited to participate.
5. *Fostering a Respectful Workplace Taskforce*
  - a. The goal of this taskforce is to identify best practices and reduce current unprofessional workplace conduct such as discrimination, sexual harassment, bullying, etc. Faculty and staff are invited to participate.

**This report was prepared by**

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**Under the auspices of**

The Office of Strategic Plan Implementation  
Initiative 5.1A: Our Best Work Environment  
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