

2007 VALUES SURVEY RESPONSES – SUMMARY

Where appropriate, responses were organized by topic area, and duplicate or similar responses were omitted. In some cases, comments were summarized.

Quality Throughout: All of our values hinge on a commitment to quality. Quality in thought processes and strategic planning. Quality in product and service delivery. A united organization of quality people. And ultimately, an unmatched quality experience for all of our customers.

What would it take for you to embrace and believe in this value?

Accountability and Attitudes

- My boss to embrace it. He has too many excuses.
- Front line staff, especially, tends to not see the importance of their contribution. Also, there is no accountability for staff that don't perform, or any reward for those that do.
- Buy in and accountability of "middle" management. We've allowed negativity as status quo for too long.
- I believe in the statement but it is going to be a challenge to change people and their habits to obtain "quality throughout" We have Mgt. Staff here right now that are not "quality driven" and are not looking at the best interest of the operations.
- I am ready to take the next step; I only hope that employees who have been here longer can make this change. There seems to be a lot of baggage that longer term employees carry around.
- I have to feel valued and that the job I am doing is having a positive impact on the university.
- This is a value that I uphold already and strongly believe in. I would like to think that with a value commitment and reinforcement from the top on down and everyone "walking the talk" this is a very achievable goal.
- Quality would start with employees feeling good about themselves and taking pride in their jobs. An empowered employee who feels valued and is properly compensated will pass this positive attitude on in all that he does.

Building/Other Improvements

- A serious commitment to funding improvements - real ones, not just a coat of paint now and again.
- I would like to see more funds allocated in some places they have been left behind, such as the MSU Union. It's a wonderful building that serves so many people.
- Technology upgrades that allow staff to communicate easily and thereby respond appropriately and in a more timely fashion.

General

- When our customers start talking about the changes, the values and quality – seeing it happen.
- I hold this value high. To be committed to anything less is unacceptable and is the equivalent of taking money under false pretenses.
- Establishment of ongoing protocols for continuing the planning process and the development of standards. Change the name of the organization. Develop a clear organizational operating philosophy.

- The freedom to be able to do what it takes to provide a true quality experience.
- Change in the 1585 union rules; bring back punch in and punch out; do not allow "no-pay", change in handling of FMLA rules (abuse), training 1585 how to talk to each other and peers, support from upper management, merit raises to supervisors who work hard or produce, retire 30+ years employees and management staff or offer buy out.

Commitment to Student Success and Experience: H&FS provides programming and services that support students' academic success; support developmental transition for students and families, and create an environment maximally conducive to learning and truly engaging in the student experience.

What would it take for you to embrace and believe in this value?

Collaboration w/Students, Others

- We need to see University Housing and Residence Life merge their core beliefs and operational structures to better blend resources. These two very independent groups need to change the way they operate to serve our customers better.
- Get involved – more hands-on – spend a day with a student to check out what is involved in their day.
- As more residential colleges are formed, I believe we are well on our way.
- Need to have a measurable clear link between academic success and H&FS services/programming. Need to tie mission and vision together.
- I'd like to see a renewal of emphasis on training for students.
- To see a commitment from HFS to provide these things. We are behind the times in the technology and out of touch with the needs of the students. I would love to see us embrace available technology to make many of our process more efficient and user friendly.
- I think we may be out of touch with today's students. Need to refocus, evaluate & research how to engage today's student.

- A University-wide philosophical and financial commitment to fund student activities events and initiatives.
- I am taking steps to provide a better student experience by improving training manuals and developing something other than "time served" that they can take with them.
- The feeling that students would appreciate this, and not simply see H&FS as a utility tool. It's difficult to support people who don't see you as a valued person.
- I believe students frequently need a helpful employee to resolve a payroll or housing concern or sometimes just reassure them. Personal contact is important.
- Totally believe in enhancing the student experience. I have a lot of students in my kitchen and we really strive to give them a great experience in the workplace.
- University giving more recognition and benefits to outstanding and successful academic achievers.

- For H&FS as a whole to actively and enthusiastically seek out and quickly communicate to all what the student of 2010 wants/needs and how we can consistently deliver it.
- I believe this is important, but again, I question whether others do, especially those outside of University Housing.
- To accept that students are here to go to school, not to work for us.

Employee/Management Relationships

- Time and time again, the workers who deal directly with our customers are the only ones who are asked to change and embrace it, while higher up leaders have become very insulated from change. Cultural change has to start at the top with every single department head agreeing and heading in one direction.
- Would like to see supervision out of their offices more and talking to students, and would like to see supervision trust employees more to give our best.
- An environment that rewarded fluidity and creative problem solving, not one where rules ultimately result in the word "no."

Fiscal Responsibility: Management of operations is based on data analysis, sound planning and commitment to fiscal results, with a vigilant focus on delivering unmatched customer experiences.

What would it take for you to embrace and believe in this value?

Spending Practices

- Change current practice of "better to beg forgiveness than ask permission."
- Stop relying on UH to cover shortfalls. We've got a lot of operations that drain cash.
- We need clear guidance from management regarding how we are expected to spend our resources. If we don't spend this year's budget, we don't get it next year, when we might need it. We need an accurate definition of fiscal responsibility.
- Hold people accountable. If people aren't cutting it, cut them loose. There are many who do not document or plan. It is too easy to "hide" behind the numbers.
- Operations that don't practice fiscal integrity should be CLOSED. Financial data is not widely shared, so our part of the responsibility is hard to place in the larger picture.
- Need a comprehensive accounting platform that supports a progressive business model.
- Certain departments and buildings get more than their fair share of the \$\$\$.
- A hard look at the enormous waste of paper. Often a single notice on a bulletin board in each office would suffice instead of a copy to each and every employee in the division.

Hiring / Promotion Practices

- It would be interesting to see if H&FS is actually being more fiscally responsible with their reorganization. More highly paid positions are being created while actual workload increases on the front line worker.

- Too many individuals are positioning themselves without justifying what they are adding to the end or bottom line. Leadership needs to set a better example in adapting to the new structure and realignment.
- Stop creating upper management positions and promoting people to them. Too many managers and not enough employees. Get back to basics.
- I would like to believe that the Division would utilize the money we receive in a fiscally responsible manner. However there are a lot of inequities in temp/ student hiring and pay because of favoritism, and these people are not the hardest or most dedicated workers.

General

- Would have to "see it to believe it"
- Management is too set in the old ways; they need to be willing to change.
- Need to hear that the money is there. It's scary to have to think that it may be a double-edged sword; our jobs or construction/renovation.
- More positive reaction from long term employees.
- Someone would have to explain to me which is deemed more important: "commitment to fiscal results" or "vigilant focus on delivering unmatched customer experiences." These can sometimes be mutually exclusive.
- We are being held back by lack of the proper technology. Difficult to extract needed data.
- Need to update facilities to make them more efficient in terms of long term cost reduction. We are maintaining an aging physical plant for housing.
- Simplify the sharing of information and encourage input that is based on being good stewards, partnering and reducing duplication of services thru advanced technology.

Spirit of Partnership: H&FS values its ability to be a quality partner and to engage the participation of other contributing partners, as we endeavor to achieve our mission and support the mission of MSU through collaboration and inclusion.

What would it take for you to embrace and believe in this value?

- This sounds great, but you will do what you want to do anyway.
- This needs to start with the department heads; they need to be more cooperative with each other.
- This would be well received if all the different departments could agree on the direction we are taking.
- We need to look at partnership within the Division, as well as the University as a whole.
- Continued emphasis on the different units getting together to talk about H&FS challenges and successes.
- I see less and less communication between the cafe, facilities, and operations. Also missing Res Life. It seems like we are moving away from a partnership and trying to do what is "best" for each individual component of H&FS and not what is best for the University.
- All areas would have to be on the same page. This needs to start at the top for everyone to embrace it. Too many divergent agendas exist right now for this to be embraced properly.
- Have never felt as though my contribution counted. Would love to be part of the change.

- Support from Administration to welcome all types of people, not just those that support our values. Embrace inclusiveness.
- Spirit of partnership rallies to show how we can achieve.
- I would have to quit hearing about silos.
- Residence Life is one of our closest partners and we have barely coexisted over the last 20 years. The divide grows wider every day. Many of our other partners just want our dollars.
- This is one of our core responsibilities. We must have an organization that asks "How can we help you?" rather than responding with "We can't do that."
- Demonstrated behavior of the partners that this is a desirable value.
- I think I could support this value, so long as it's noted that "collaboration and inclusion" is a two-way street, which we (as a division) should also receive from our partners.
- Start getting along with other departments on campus right now. Academic side does not respect us.
- Educate all what it is to be a team player by encouraging information sharing vs owning information.

Staff Development: H&FS highly values its people and supports their growth, learning, and skill development. H&FS supports both personal and professional development and provides training that enhances our ability to deliver superior customer experiences. Through high employee satisfaction levels, H&FS strives to achieve and maintain a position of "employer of choice" on campus and beyond.

What would it take for you to embrace and believe in this value?

Proper Support from Management

- Managers and supervisors, for the most part, do not look at developing their staff unless it benefits them personally.
- I would need to see seeing some follow-thru, not just lip service to a new idea that really sounds good to the masses.
- Need to hold people accountable. Staff that have been here for too long are supported because "they'll retire soon," while new, energetic staff are driven away.
- I would like managers to treat us with respect. I don't see managers take part in our area. I see times when different employees are treated differently and wonder if it's because I'm from another country. I need support too.
- There have been many opportunities, but they are cancelled time after time because unit managers did not support or value them, despite lip service to the contrary.
- Food Supervisors are given little training or development and wither on the vine. Many of the good ones leave. 1585 employees are left to train each other. We don't have enough staff to fill in when staff is training. Managers are considered trainers whether they can train or not. APSAs are not held accountable or rewarded for staff development. We have a long way to go!

- Professional development programs occur from 8 am– 5 pm, Monday–Friday. Our employees' schedules don't fit this pat schedule. Development programs should be held with our employees' schedules in mind.
- I'd need to see my manager do the job he/she is supposed to do in training new managers. We have too much going on all the time to have down time for training. Maybe one summer, forego conferences to have the time to properly do training for all groups in the Division.
- Need to see support from everyone to develop staff. Too many artificial barriers are built to prevent staff from growing. We need to be more aggressive in providing training and coordinating opportunities.
- Need to do skills inventory for staff (go over their resumes, HR has them). Stop promoting people just because they are in the "IN" crowd. Break the good old boys system.
- Need to support the Michigan "Keep Learning" philosophy. Discourage coasting into retirement. Clarify the employee/supervisor rolls/responsibilities in improving skills and participate in career development.
- Need to see upper management support this. This has always not happened, but is getting better. You have to continue to learn to be an excellent employee.
- HFS has been very good to me over the years in this regard, but I'm not sure that staff at all levels have been given a lot of opportunities.
- I have had access to very little training. My training has been on the job, or hands on. I am supportive of both personal and professional development in order to be able to deliver superior customer experiences.

General

- I believe the University does a great job of providing the resources for staff development. The hard part is getting people to use and learn from these opportunities.
- We have a good start. Need more self empowerment.
- I'd like to see more on-site training sessions.
- Ongoing evaluation of staff development required to improve organizational success.
- I have yet to experience this, I am looking forward to being more involved in training and using the HR classes that do come out from time to time.
- I think that H&FS has done as good of a job as a division can in this regard, but I feel that individual departments should have more leeway to show appreciation to their employees.
- H&FS currently offers great opportunities for staff.

Teamwork and Inclusion: H&FS values, seeks out, and integrates diversity in opinions and experiences. H&FS values each of its staff members, recognizes their many individual contributions to organizational success, and fosters a culture of empowerment and reciprocal accountability.

What would it take for you to embrace and believe in this value?

- this sounds great, but you will do what you want to do anyway.
- I'd need to see appropriate staff invited to appropriate meetings and given the same info as others in the group. I thought that one of the key outcomes of this functional alignment was to

develop and share best practices, efficiencies, etc. All staff in certain groups need to be treated equally.

- We have too many people currently with their own agendas, protecting their last few years on campus, or trying to insulate themselves from change. Accountability seems to be missing as jobs are being created that have no value to the units or core mission. People have been raised levels with no justification. Many individuals have a lot to offer, but their voices are not being heard due to politics.
- I think we are moving away from teamwork and toward what is “good for me.” We need to offer opportunities for cross-training or to explore other areas of interest. When hiring, we need to look at ability and desire to do the job, not just seniority.
- As an employee, I have always believed in teamwork, empowerment and MSU success.
- I'd need to see enacting of ideas from staff, support of empowered decisions, and incentives to make empowered decisions.
- Some managers need to go to class for diversity in culture and values.
- It would take some acknowledgement of team members, support staff and other partners. Some who try to contribute are ostracized, particularly if they don't agree with the supervisor. Some units have a lot of animosity.
- "Functional Alignment" or "Reinventing Ourselves" has not been handled properly from the start and is still dragging us down. Need to clearly establish functions and expectations.
- Need to see evidence that the opinions, observations and experiences of employees actually do have influence over the course of events.
- Need to offer more training for non-management people, and include people in decisions who aren't a part of management.
- Need to see the active cultivation and celebration of a variety of viewpoints.
- I believe we are doing this for the most part, however there are managers who don't trust that the employees they supervise really do have good ideas for change to build this Division the way it is needed.
- Expressions of success and inclusivity have allowed me to feel a part of what is going on, even though I've been here only a short time. My ideas are acknowledged as valuable and I am seeing my suggestions being discussed.
- I'll believe it when I see it. There's a lot of work to be done in this regard.
- Everyone needs to be held accountable. Too many individuals are being ignored or discouraged to step up as they are embracing needed change. Some individuals in positions of authority do not want to change even if it results in organizational success.
- As a front line employee, I do everything that a full time person can do. But my full time employee gets appreciated – for me, it is an "expectation."
- Would certainly embrace if it was done even more, especially in the residence halls.
- I'd need to see camaraderie fostered, along with open communication at all levels. Teach listening skills.
- I'd need to see employees at ALL levels held accountable for the responsibilities listed in this value. We also have some work to do with empowerment and inclusion of staff at all levels.
- I have seen the difference this past year. This has helped my career. It was such a battle before. It was so stagnant, but now I see a lot of doors opening up.

- Need to see attitude change – employees working WITH management instead of FOR them.
- Need to see both empowerment and accountability.
- Management is just beginning to tap resources available to them in 1585 employees.

Mindset of Innovation: H&FS values a mindset for continual innovation through implementation and evaluation. Products, services, experiences, processes, and operations are refined and improved by continually adapting to exceed customer expectations.

What would it take for you to embrace and believe in this value?

- Some areas of management are not willing to work outside of their comfort zones. I would suggest that these groups of people actually try enacting some of their staff suggestions. Also, it has been my experience that more credit and credence is given to opinions and ideas offered by men.
- Removal of roadblocks. We over-analyze much of what we do, and change at a snail's pace. This system is big and we're often held hostage by things like our inability to keep pace with technology, trends, etc.
- We now have so many layers of people to get an idea or concept changed that you wonder if it is worth bringing forward. Too many administrators are out of touch with operational issues and are trying to make decisions while sitting at a desk. We have too many people who do not want to take risks because of the potential of failure. We need support at the higher levels for taking risks.
- I work in a complex that is very forward thinking and has a lot of great equipment and innovation, but I know this is not the case across campus.
- Get the buildings up to date with today's technology.
- We're on the right track.
- Technology to support this and the ability to make mistakes. That doesn't mean throwing staff at it. Contract out programming; ask me what I need and don't argue with me when I tell you. Also, there is no time or chance to fail because the "real" work doesn't stop.
- Innovation is not one of our strengths. Maintaining equilibrium and keeping cost down is.
- Freedom to innovate!
- Open up HFS website for customer comments; use less paper!
- The ability to get quicker in anticipating and responding to market conditions.
- Stop talking and start doing. We have wasted years planning, which has wasted lots of money. Just do it!! I would prefer to go down trying instead of being afraid of doing something.
- I agree with continual innovation through implementation and evaluation. How else can we stay in tune with the future?
- I'll believe this when I see true innovation occurring across the division. As it stands right now, I don't think the departments (nor the individuals in the departments) have the freedom to truly be innovative.
- Instead of building new buildings, upgrade or renovate existing buildings. Building a new dining hall is not the answer; student rooms are in need of attention desperately. Some dining halls could close, and combine the rest.

- H&FS can be a leader in MSU's sustainable product and procedure development by hosting/partnering in educational events/speakers.
- Enough staff to do the work needed, so there will be TIME for evaluation and innovation activities. Difficult to take aim when you're busy dodging bullets.
- Listen to the student and the person on the front line working with the customer.
- I believe that we make changes many times just for the sake of changing or being progressive, when many times the old idea is just fine but maybe needs fine tuning or just a "new coat of paint."

Effective Communication: H&FS commits to and expects honest, open, accurate, timely, and constructive communications that foster an environment of transparency and organizational clarity.

What would it take for you to embrace and believe in this value?

- We're really horrible at this. And it's so important, especially now. We need to determine the best way to reach our staff and then commit to doing it on a timely and consistent basis.
- When honest opinions are stated in meetings, they are not always well received. We have no organizational clarity in six years. There is no plan that everyone seems to be striving for. More and more meetings are being held without much being decided.
- We have lots of communication in my complex; some times it's one sided, but often that's necessary to complete the task at hand.
- Would love to see and be part of this - especially the open and honest part.
- H&FS needs help. Sometimes communication is overbearing, and at other times, the most important never gets to us.
- The "Town Hall" meetings are a great start.
- I would need to see an effort at the top and more access for face to face.
- Evidence that the value is truly enshrined. Provide "why" in addition to "what."
- Clear expectations and corresponding accountability throughout the organization.
- Current evaluation process needs to be revamped, as it is an afterthought for many, and they are hastily done or not done at all. There are no consequences for someone not effectively communicating with their staff. It is time to develop standards to measure or reward employees for effective communication.
- We have a number of folks who have given up as they are not being brought up to be aggressive or change things from the past.
- Train staff how to communicate (email is not the answer) through daily meetings with management and staff.
- Use technology to communicate same story to parents, students, vendors, etc. on a daily basis. Be a rumor stopper.
- I'd need to see commitment at upper and middle management levels to better two-way communication with staff at all levels.

- I feel we can be ourselves more now and be more open without bad consequences. It will only help our working environment.
- Departmental meetings in a relaxed atmosphere on a small level, i.e., CTs only or Cooks only.
- Our manager embraces this philosophy and therefore helps to promote it. We try to live it.
- I'd need to see more face to face time with supervisors and their employees. It appears supervisors meet mostly with other supervisors instead of their direct reports. Too long between face-to-face meetings.

Thought Leadership: H&FS values critical thinking, the challenging of assumptions, and inclusive processes - by teams and individuals - that utilize diverse viewpoints to optimize strategic planning and maximize the value of the future.

What would it take for you to embrace and believe in this value?

Listening

- To see everyone involved in the input process. People who do the job everyday are often the best source for what works and what does not.
- The division's belief in the value must be demonstrated by reaching out for opinions – like this survey.
- Need to see opportunity for various viewpoints to be expressed and examined prior to judgment and/or conclusion.
- I'd need to see more encouragement of quieter people to speak up and be heard, without risking ridicule by others. Louder does not equal smarter. Some people will not speak up in groups because they are fearful of embarrassment. Other avenues of communication need to be made available.
- When I see that everyone has a seat at the table and that their ideas will be seriously considered as part of the solutions to the future of this division.
- We have not done this in the past. Many folks have been beat down in the past for disagreeing or voicing differences of opinion.

General

- The people who would be involved in this should be voted in.
- Why are the same people on so many work groups? Doesn't seem very inclusive.
- I'd need to see some sharing of the work instead of individuals not doing their own work. Also need to see discussion and decision instead of analysis paralysis.
- I think trust is at an all time low. Without trust, individuals will not be open and honest with their feedback.
- From what I gather at our staff meetings, our group is very much into the inclusive processes in order to optimize our team efforts.
- This is what the Strategic Supervision efforts are all about, and I look forward to their full implementation.
- Hire or promote individuals with qualified background, not seniority or who knows who.

- Keep challenging assumptions, and "this is how we've always done it" attitudes.
- There is much more communication now. I felt like we were out of the loop before.
- I would like to see more departments within H&FS working together.
- Identify people from 1585 who have mgmt. potential and give them chances to move into better jobs.

Other Comments

- The process of changing our culture will be a very long one, but if we ever got to a place where we lived these values, this would be a truly inspiring place to work.
- Have been frustrated by lack of leadership and accountability, in-fighting being encouraged to further personal goals, and too many personal agendas not related to serving students.
- Too many chiefs; not enough help.
- We have a lack of trust between management and employees. As it stands now, the harder you work, the more work they give you. Yet, the more you whine, the more they leave you alone. It doesn't pay to be a good employee. Would like to see good employees valued and respected, and bad employees dealt with.
- There are a lot of good people here that are committed but can't see that a different way of doing things may be better in the long run.\
- These core values as written are great to hand to the VP and put up in a nice glass case. There are too many of them and they are too wordy for any normal person to grasp. We need 3-5, short and sweet, to capture the spirit and passion of the message.
- This process offers a chance to take a COMPREHENSIVE look at our organization. Guard against focusing on what's good for a particular operating unit – personal agendas.
- We've worked under extreme conditions for a long, long time, and while we lacked the staff to excel, we held our own and did the job to the very best of our abilities -- and beyond. We did this because of the ideals of Quality, Commitment, Responsibility, Partnership, Teamwork, Inclusion, Innovation -- these are all just what we are. We don't have to believe in them – we ARE them.
- Admirable goals, but a lot of places in the division are currently too "stuck in their ways" to allow true innovation, creative thinking, or concern about customer satisfaction.
- Everyone thinks it is the other person who needs to change. Some think "not going back" means not returning to one serving of roast beef at dinner. The organizational shift needs to be completed as quickly as possible or the impact will not be felt system-wide.
- Overall, I think these values are heading in the right direction, but they're too wordy and need to be simplified.
- Please upgrade our computers and our work spaces!
- Before there was no incentive to grow or move up. Over the past year, I feel like the lid has been taken off, and there is hope for growth and opportunity. I feel like we could actually become a strong team that can work together instead of coming in just to do a job. I like the open door policy. I feel like staff will work more in harmony now and work as a team.
- Believe in your associates. If they are happy and treated well with caring and respect, we will have a better workforce.

- Thank you for asking for my opinion and thoughts.
- Need management staff hired and/or trained to practice these values. Currently, some ignore labor contracts, use unethical practices, and ignore overtime contractual requirements and hiring guidelines. Need management staff held accountable for problems in their units instead of lower level staff. Observed more managers hired, but other staff has to “do more with less.” New direction offers hope for the future though.