

2013 University of Minnesota Employee Engagement Survey

Summary of Results

PUBLIC HEALTH, SCHOOL OF

January 2014

How to Understand Your Report

- This report presents survey results for your work group.
- The survey measures employees' levels of engagement through the key metrics of **commitment & dedication** and **effective environment**. The survey also looks at other drivers (dimensions) of employee engagement.
- The report is divided into the following sections:
 - Summary of Definitions, Engagement Process and Survey Model
 - Dimension and Engagement Results
 - Strengths and Opportunities
 - Additional Question Detail
 - Next Steps

Summary of Definitions, Engagement Process and Survey Model

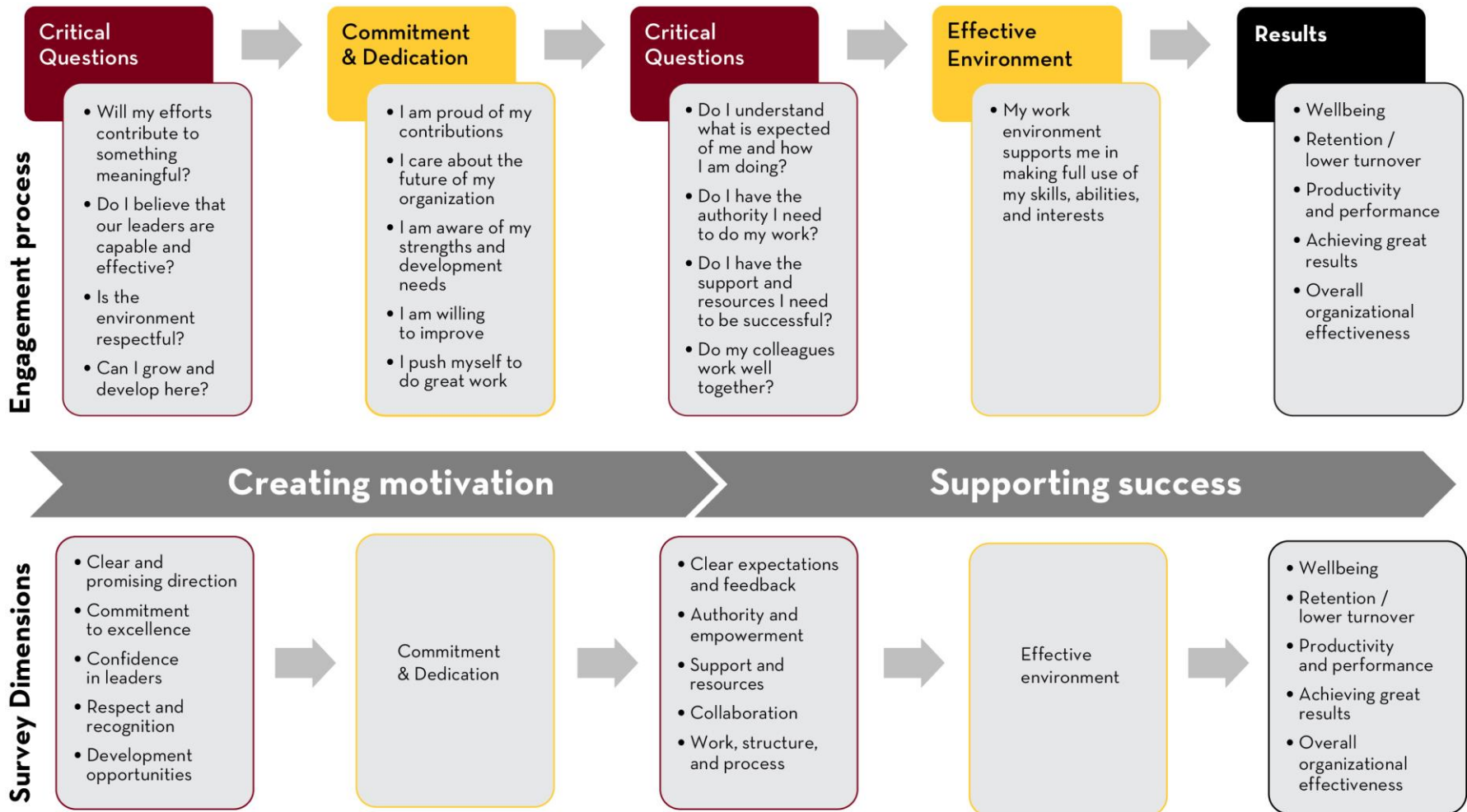


Important Definitions

Note: The definitions below are solely for the 2013 Employee Engagement (E²) Survey only. They are not intended to reflect official University policy definitions.

- **University of Minnesota:** Refers to the specific campus where you work (i.e., Crookston, Duluth, Morris, Rochester, Twin Cities).
- **College:** The larger academic or administrative unit above a department (work group), such as the College of Liberal Arts or Office of Information Technology. These are usually led by a vice president, dean, vice-chancellor, or vice-provost.
- **Work Group:** For these results, work group refers to your immediate work group. It can be a lab, library, institute, program or other organizational unit that you work in on a day-to-day basis based on your primary appointment.
- **Primary Appointment:** The academic unit through which a faculty member or administrator has a primary affiliation. For this survey, provide responses based only on your interaction within your primary appointment department.
- **Leader:** Refers to any leader who manages direct reports and is responsible for the action planning process and communicating results.
- **Supervisor or Manager:** The individual you report to within your department. This is typically the person who is responsible for conducting your performance review. For this survey, department is used to mean your local work group.

Employee Engagement Model



Dimension and Engagement Results



How to Understand Your Results

Dimension and item results are presented in a graphical format showing the percentages of favorable, neutral, and unfavorable responses.

Favorable = “Strongly Agree” + “Agree” & “Very Good” + “Good”

Neutral = “Neither Agree nor Disagree”

Unfavorable = “Strongly Disagree” + “Disagree” & “Very Poor” + “Poor”

These numbers indicate the question numbers from the survey.

Comparisons to benchmarks are expressed as percentage-point differences in percent favorable scores, with “+” signaling that your score is outpacing the benchmark and “-” indicating that your score is falling below the benchmark. Dashes (“--”) are shown where comparisons are not possible. Benchmarks include:

- Total University: Results for the University overall
- Total Campus: Results for the campus overall
- Total College/Unit: Results for the college/unit overall

Valid N	% Favorable Difference			Total University	Total Campus	Total College/Unit
	% Fav	% Neut	% Unfav			
--	60	15	25	+3	+1	+1
52	60	21	19	+3	+2	+2
54	59	9	31	+3	0	0

Clear & Promising Direction

1 My department or immediate work group has a strategy and goals that address our most important challenges and opportunities.

2 I have the opportunity to set my goals in alignment with the strategic priorities of my college and department.




Summary of Engagement Dimensions

				% Favorable Difference		
	% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
1 Commitment and Dedication	79	12	9	+6	+7	--
2 Effective Environment	68	14	18	+5	+5	--
3 Clear & Promising Direction	74	14	13	-3	-3	--
4 Confidence in Leaders	74	15	13	+6	+6	--
5 Commitment to Excellence	85	10	5	0	+1	--
6 Authority & Empowerment	80	9	11	+4	+5	--
7 Collaboration	65	20	16	-2	-2	--
8 Respect & Recognition	74	15	11	+4	+4	--
9 Development Opportunities	63	22	15	+6	+5	--
10 Clear Expectations and Feedback	81	10	10	+6	+7	--
11 Support and Resources	72	16	12	+5	+5	--
12 Work, Structure, & Process	61	19	21	+2	+2	--

Results for Key Metric:




Commitment and Dedication

- Focus:** Motivating employee dedication and commitment to excellence. Consists of results from the following survey questions:

	Valid N	 % Fav	 % Neut	 % Unfav	% Favorable Difference		
					Total University	Total Campus	Total College/Unit
<u>Commitment and Dedication</u>	--	79	12	9	+6	+7	--
19 I feel motivated to go beyond my formal job responsibilities.	212	75	12	13	+4	+5	--
31 I feel proud to work on my campus of the University of Minnesota.	210	88	9	3	+6	+6	--
32 I would recommend my campus to family or friends as a place to work.	211	83	11	5	+6	+7	--
33 Given your choice, how long would you plan to continue working at your campus?	209	69	16	15	+9	+10	--

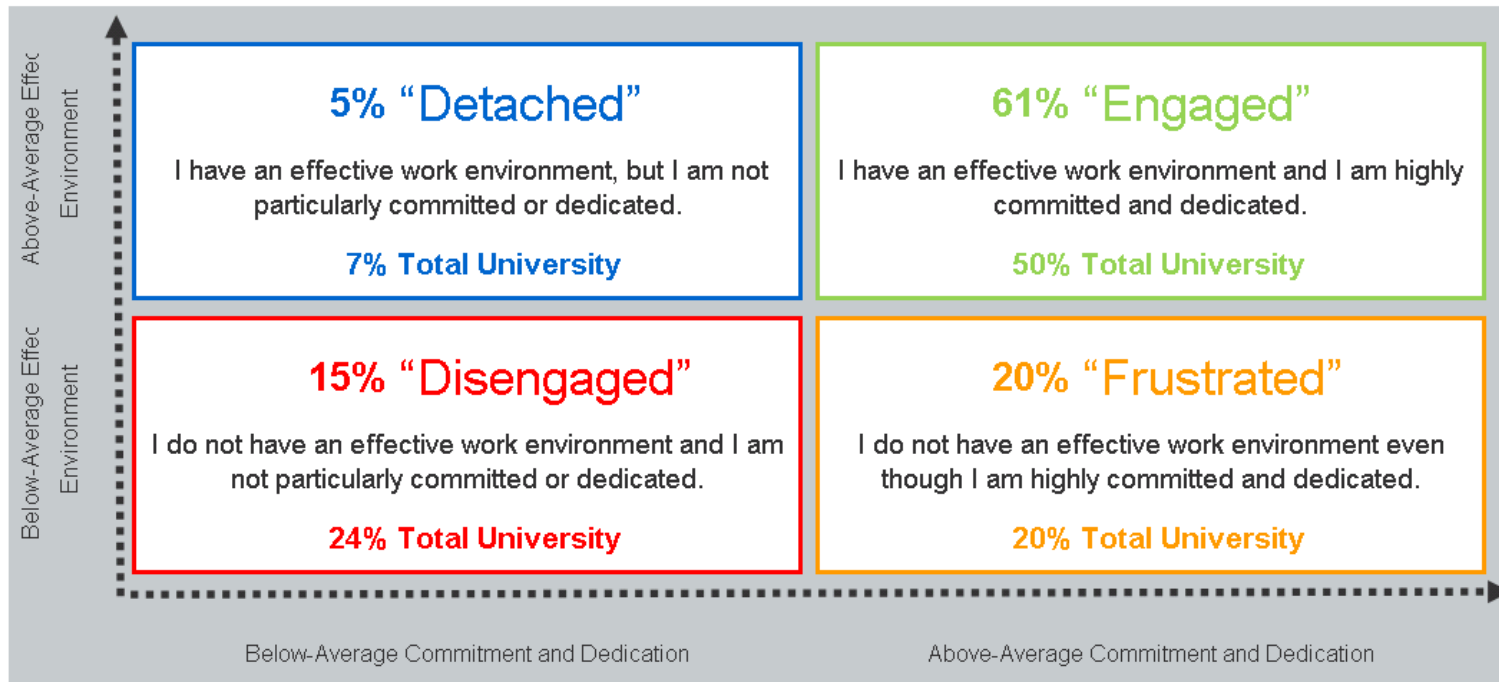
Results for Key Metric: Effective Environment

- Focus:** Supporting employees' success with the tools and resources of an effective work environment. Consists of results from the following survey questions.

				% Favorable Difference						
				Valid N	 % Fav	 % Neut	 % Unfav	Total University	Total Campus	Total College/Unit
<u>Effective Environment</u>				--	68	14	18	+5	+5	--
10	My job provides me the opportunity to do challenging and interesting work.			212	82	7	11	+3	+3	--
13	In my work, I am able to make full use of my skills and abilities.			212	74	9	17	+10	+10	--
22	My department proactively identifies and eliminates barriers to getting work done efficiently.			206	49	23	28	+1	+2	--
26	Conditions in my job allow me to be as productive as I can be.			210	68	15	17	+6	+7	--

Engagement Profile

The Engagement Profile allows us to ask “What proportion of the workforce are likely to be in each of the following four effectiveness clusters, based on current workplace conditions?” This analysis can help focus action efforts in the most appropriate areas to achieve the desired results.



Strengths and Opportunities



Strengths and Opportunities

- **How are strengths and opportunities determined?**
 - A number of factors are considered in identifying your work group's distinctive strengths and opportunities including the absolute scores on the survey items (percent favorable and unfavorable), how your work group's scores compare to internal benchmarks (Total University, Total Campus, and Total College/Unit), and whether or not the item is a key driver of Commitment and Dedication and/or Effective Environment.
- **How can I leverage strengths and address my opportunities?**
 - While the opportunities present clear areas for action planning, it's also important not to lose traction in those areas in which your group excels in order to maintain and build upon your group's key strengths.

Key Strengths

- Key strengths identify areas in which your work group is currently most successful.

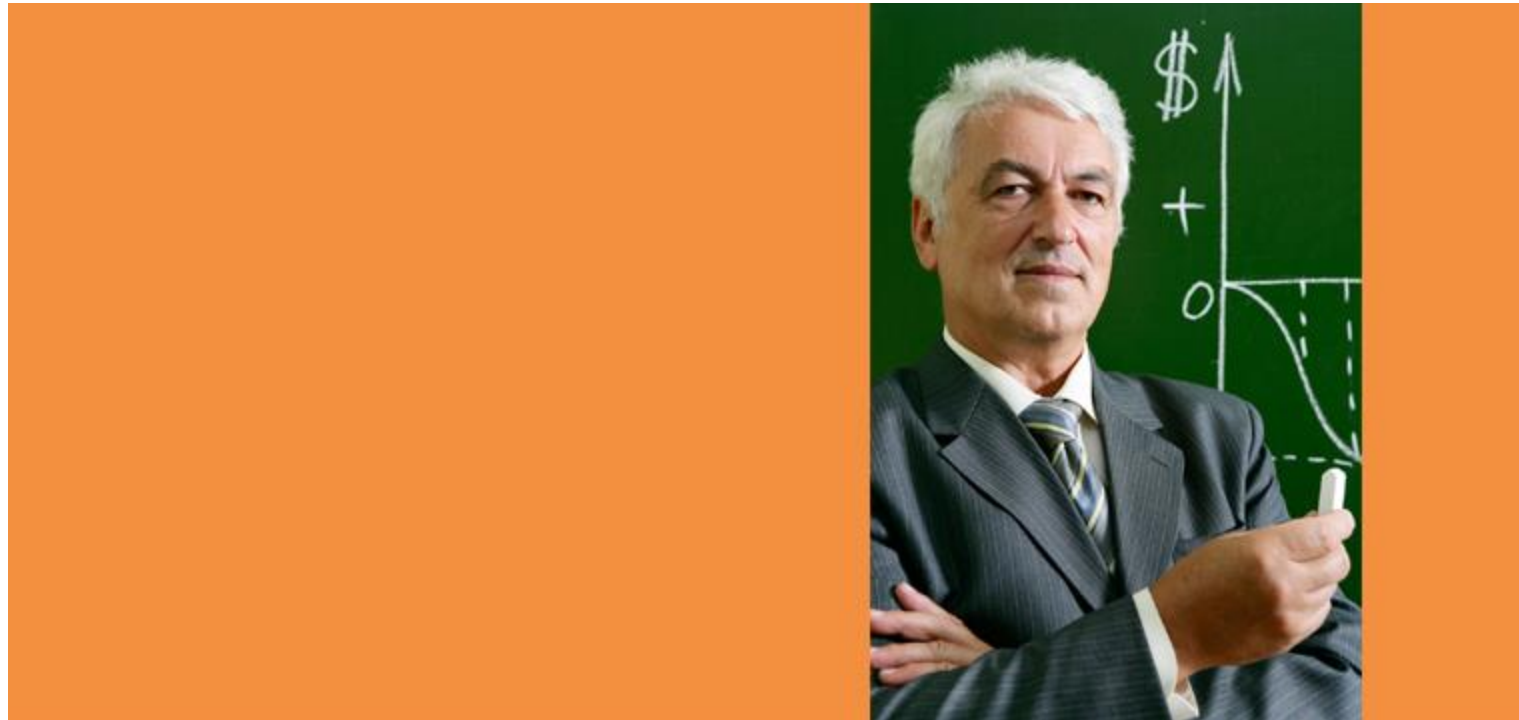
Question Number	Question (Dimension)	Key Drivers		% Favorable Difference						
		Commitment and Dedication	Effective Environment	Valid N	% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
27	I am treated with respect as an individual. (Respect & Recognition)	▶		210	87	7	6	+7	+7	--
21	I have the information I need to do my job well. (Support and Resources)	▶	▶	210	80	14	6	+6	+6	--
11	I have enough authority to carry out my job effectively. (Authority & Empowerment)		▶	212	83	6	10	+6	+7	--
14	I understand the results expected of me in my work. (Clear Expectations and Feedback)			212	90	6	4	+6	+7	--
3	The people in my department are committed to delivering high quality services. (Commitment to Excellence)			213	89	6	5	+2	+3	--

Key Opportunities

- Key opportunities point to areas offering the greatest room for improvement.

Question Number	Question (Dimension)	Key Drivers		% Favorable Difference						
		Commitment and Dedication	Effective Environment	Valid N	% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
25	There is an equitable distribution of workload within my department. (Work, Structure, & Process)		▶	198	54	17	29	+3	+3	--
8	There is good cooperation and sharing of ideas between my department and other departments. (Collaboration)			194	52	30	18	-6	-6	--
18	My manager / supervisor coaches me in my development. (Development Opportunities)			211	51	27	22	-1	-1	--
30	Overall, my department demonstrates a strong commitment to diversity and inclusion. (Respect & Recognition)			199	67	22	11	-3	-2	--
5	Rate your department on being innovative in how work is done (using new technologies or creative approaches to improve internal effectiveness). (Work, Structure, & Process)			203	67	20	13	0	0	--

Additional Question Detail – Commitment and Dedication Drivers



Clear & Promising Direction

- **Focus:** Connecting employees to college/unit strategy and goals

				% Favorable Difference			
	Valid N	% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
<u>Clear & Promising Direction</u>	--	74	14	13	-3	-3	--
<u>1</u> My department or immediate work group has a strategy and goals that address our most important challenges and opportunities.	209	71	14	14	-4	-3	--
<u>2</u> I understand what I can do to support my department's strategy and goals.	208	76	13	11	-3	-3	--







Commitment to Excellence

- Focus:** Encouraging high quality education, research, and services

				% Favorable Difference			
	Valid N	% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
<u>Commitment to Excellence</u>	--	85	10	5	0	+1	--
<u>3</u> The people in my department are committed to delivering high quality services.	213	89	6	5	+2	+3	--
<u>4</u> Rate your department on the quality of customer support (i.e., responsiveness, flexibility, turnaround) provided.	204	81	14	5	-1	0	--




Confidence in Leaders

- Focus:** Inspiring trust through open communications and leadership support

				% Favorable Difference			
	Valid N	 % Fav	 % Neut	 % Unfav	Total University	Total Campus	Total College/Unit
<u>Confidence in Leaders</u>	--				+6	+6	--
<u>6</u> Rate the overall trust and confidence you have in your college's leadership team.	209				+5	+5	--
<u>9</u> There is open and honest communication between me and my manager / supervisor.	209				+6	+6	--

Development Opportunities

- Focus:** Supporting employees in developing and achieving career objectives

				% Favorable Difference			
	Valid N	 % Fav	 % Neut	 % Unfav	Total University	Total Campus	Total College/Unit
<u>Development Opportunities</u>	--	63	22	15	+6	+5	--
15 Rate your opportunities to achieve your personal career objectives at your campus (Crookston, Duluth, Morris, Rochester, Twin Cities).	201	66	22	11	+11	+10	--
16 Rate your opportunities for learning and development.	190	72	16	12	+7	+6	--
18 My manager / supervisor coaches me in my development.	211	51	27	22	-1	-1	--

Respect & Recognition

- Focus:** Valuing employees and acknowledging their contributions

	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
<u>Respect & Recognition</u>	--	74	15	11	+4	+4	--
27 I am treated with respect as an individual.	210	87	7	6	+7	+7	--
28 I receive recognition when I do a good job.	208	73	13	15	+8	+8	--
29 My department demonstrates a commitment to supporting my overall wellbeing.	209	70	17	13	+5	+5	--
30 Overall, my department demonstrates a strong commitment to diversity and inclusion.	199	67	22	11	-3	-2	--

Additional Question Detail – Effective Environment Drivers



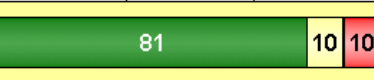


Authority & Empowerment

- Focus:** Encouraging employee autonomy and innovation to improve work

	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
<u>Authority & Empowerment</u>	--				+4	+5	--
11 I have enough authority to carry out my job effectively.	212				+6	+7	--
12 I am encouraged to be innovative to find more effective ways of doing things.	211				+2	+3	--

Clear Expectations and Feedback

- Focus:** Clarifying performance expectations and providing regular feedback

	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
<u>Clear Expectations and Feedback</u>	--				+6	+7	--
14 I understand the results expected of me in my work.	212				+6	+7	--
17 My manager / supervisor provides clear and regular feedback on how well I do my work.	212				+6	+6	--

Collaboration

- Focus:** Supporting cooperation and sharing of ideas within and across work groups

	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
<u>Collaboration</u>	--	65	20	16	-2	-2	--
<u>7</u> There is good cooperation and teamwork within my department.	211	77	10	13	+1	+2	--
<u>8</u> There is good cooperation and sharing of ideas between my department and other departments.	194	52	30	18	-6	-6	--

Support and Resources

- Focus:** Ensuring that employees have the skills, information and resources to do their job well

	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
<u>Support and Resources</u>	--	72	16	12	+5	+5	--
20 I have the resources I need to do my job effectively.	212	76	11	13	+7	+6	--
23 I receive the training I need to handle my present job well.	206	70	17	13	+2	+2	--
21 I have the information I need to do my job well.	210	80	14	6	+6	+6	--
24 New employees receive the training they need to do their jobs well.	193	63	22	15	+6	+6	--

Work, Structure, & Process

- **Focus:** Promoting innovation and equitable distribution of workload

				% Favorable Difference			
	Valid N	% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
<u>Work, Structure, & Process</u>	--	61	19	21	+2	+2	--
5 Rate your department on being innovative in how work is done (using new technologies or creative approaches to improve internal effectiveness).	203	67	20	13	0	0	--
25 There is an equitable distribution of workload within my department.	198	54	17	29	+3	+3	--

Next Steps



Engagement Key Next Steps

	Understand Results January – February	Develop Action Plans February – March	Execute Action Plans March – January	Measure Progress Through November
Leaders	Share results with the team / department; lead discussion of results	Lead creation of an action plan and set expectations that other leaders do the same	Ensure that meaningful actions are taken; hold other leaders accountable for action	Communicate and celebrate progress to-date; encourage 2014 survey participation
Local HR Leads and Staff	Ensure that key issues, goals, initiatives, are accounted for when data is interpreted	Ensure that action plans are focused and aligned with other local work; include employee input	Help leaders implement action plans and monitor effectiveness	Implement local communications plan for 2014 survey administration
OHR	Create and roll out reports, action-planning tools and process; deliver executive presentations	Conduct additional data analysis; provide information and guidance for use in reports and action-planning tools; identify enhancements/changes to the survey process for fall of 2014		Implement system-wide 2014 survey promotion and administration