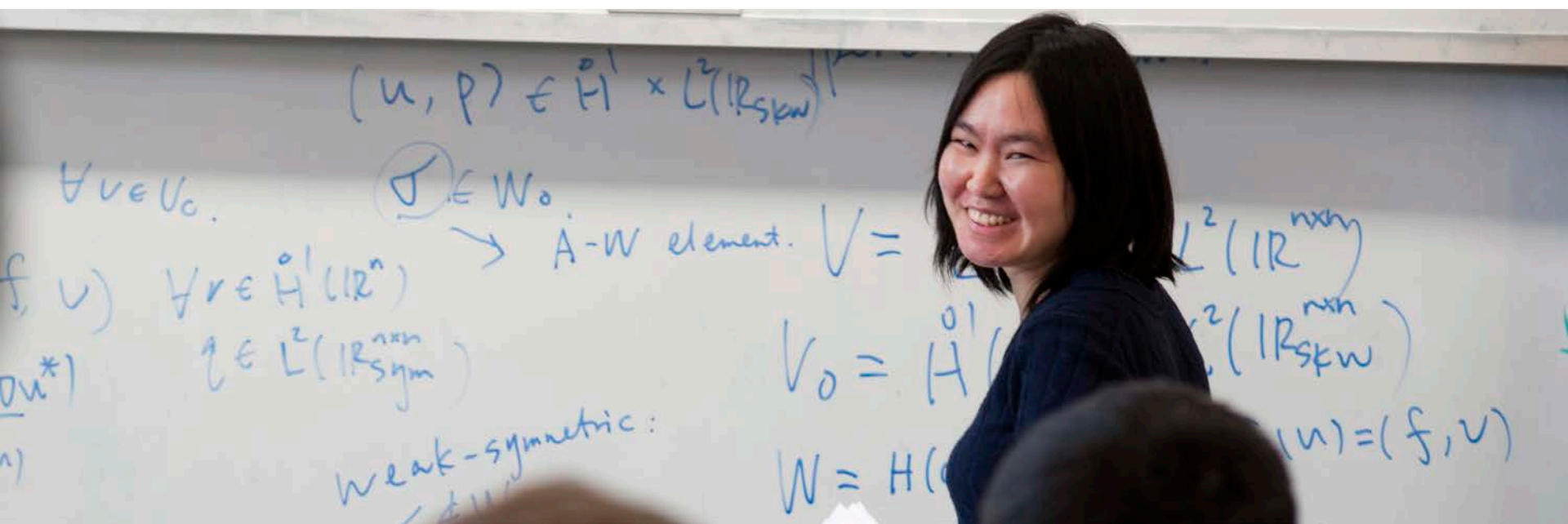


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# Summary of Results

## 11448\_School of Public Health\_FACULTY



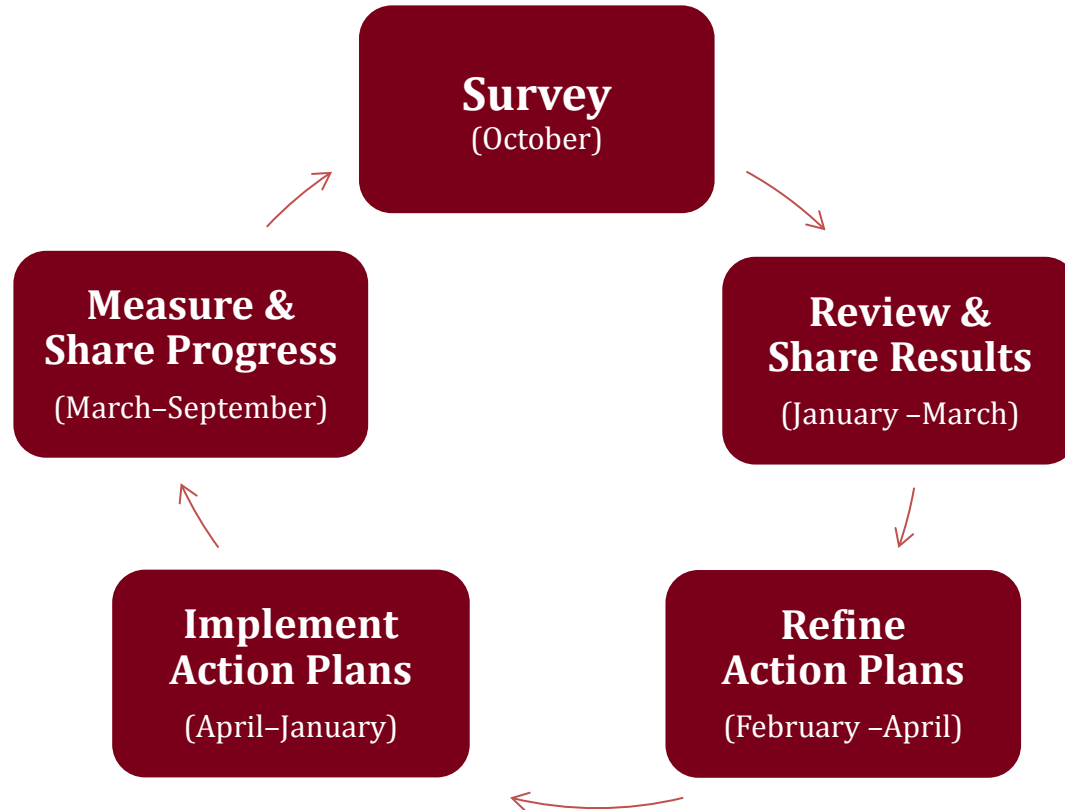
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# Survey Administration Summary

<b>When</b>	October 13 – 31, 2014
<b>What</b>	<p>Separate faculty and staff surveys</p> <ul style="list-style-type: none"><li>• 36 scored questions in each survey</li><li>• Assess commitment and dedication plus effective environment</li></ul>
<b>How</b>	Externally managed by Hay Group to ensure confidentiality
<b>Participation</b>	<p>All benefits-eligible University of Minnesota faculty and staff</p> <ul style="list-style-type: none"><li>• 2,484 faculty responses (52% participation rate)</li><li>• 9,598 staff responses (68% participation rate)</li></ul>

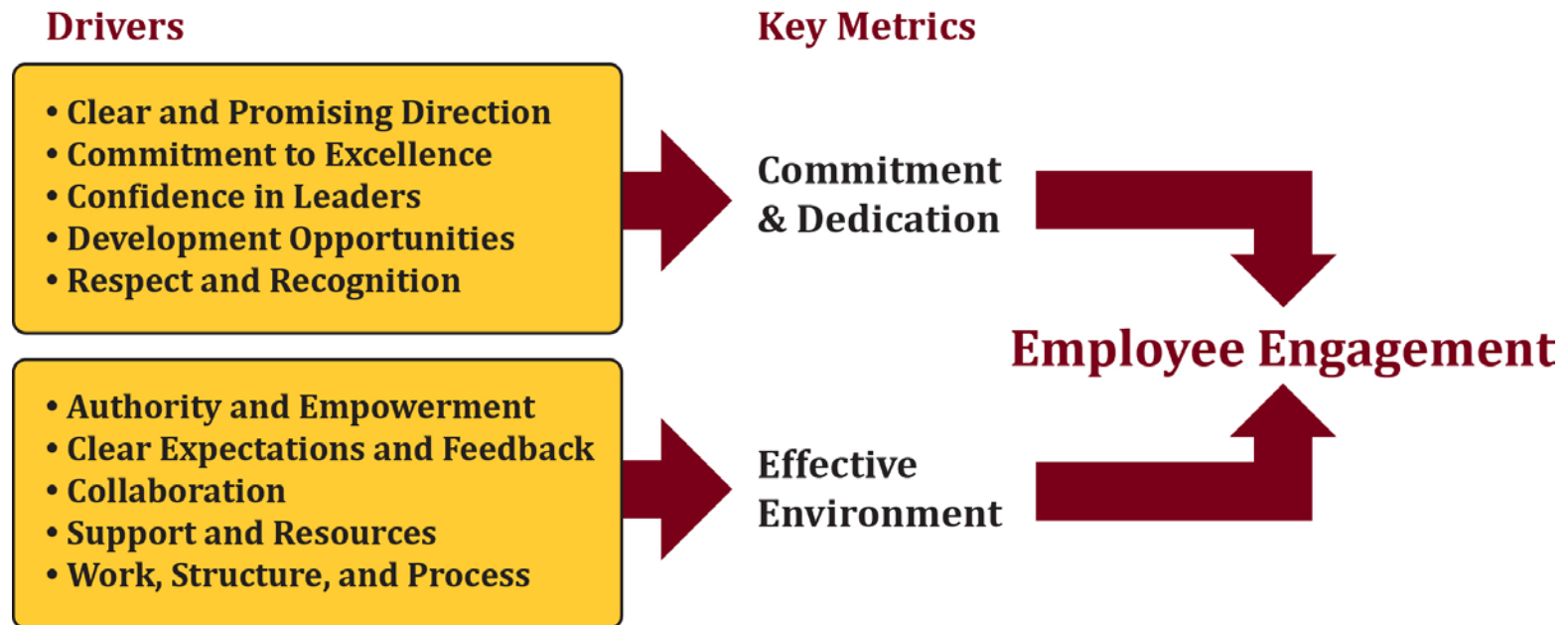
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# Engagement Process and Timeline



## FACULTY

# Employee Engagement Model



## FACULTY

## Survey Scales &amp; Benchmarks

	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus	2014 Total College/Unit
<b>Commitment and Dedication</b>	--	44	22	35	-1	0	0	+1
<a href="#">14</a> I feel motivated to go beyond my formal job responsibilities.	4374	54	24	23	-2	-1	-1	+12
<a href="#">31</a> I feel proud to work for the University of Minnesota.	4374	55	23	23	-2	0	0	-8
<a href="#">32</a> I would recommend the University of Minnesota (my campus) to peers at other institutions as a great place to work.	4343	57	21	22	0	+2	+2	-10

SAMPLE

**Percentage Favorable Scale**

- **Favorable:** “Strongly Agree” + “Agree” and “Very Good” + “Good”
- **Neutral :** “Neither Agree nor Disagree”
- **Unfavorable:** “Strongly Disagree” + “Disagree” and “Very Poor” + “Poor”

**Percentage Favorable Difference Scale**

Comparison to benchmarks are expressed as percentage-point differences in percentage favorable scores for the same year (2014):

- “+” shows that your score is above the benchmark
- “-” shows your score falls below the benchmark
- Dashes (“—”) show a comparison is not possible

**Benchmarks**

- **2013 Same Unit Results:** Results from this same unit in 2013
- **2014 Total University:** Current results across all campuses
- **2014 Total Campus:** Current results for your campus only
- **2014 Total College/Unit:** Current results for your college/unit only

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# Understanding Your Results

- Review the percentage favorable bar chart using this quick guide to help assess and prioritize action.
- Consider the size of the group (“Valid N” column) in terms of the practical significance of the percentage favorable differences.
- Compare the proportion of neutral and unfavorable responses for more insight:
  - A higher proportion of “neutral” than “unfavorable” can be an opportunity to shift employee opinion
  - A higher percentage of “unfavorable” than “neutral” may indicate action is needed

Quick Guide to Percent Favorable	
Assessment	Range
Strength	>70% Favorable
Gather more information	<60 % Favorable
Action likely needed	>20% Unfavorable

The question number from the survey →

	Valid N	% Fav	% Neut	% Unfav
<b>Clear &amp; Promising Direction</b>				
1	52	60	15	25
2	54	59	9	31

**SAMPLE**

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# Understanding Your Results, cont'd

- Results include percentage of favorable responses compared to department-specific 2013 data (when available), as well as 2014 total University, campus and college/unit benchmark data.
- Percentage favorable differences between 2013 and 2014 are unit-specific and may indicate areas of change in a more favorable or unfavorable direction.
- Use the quick guide (right) to assess the range of change between 2013 and 2014.
- More information is available in the Guide.

% Favorable Difference			
2013 Same Unit Results	2014 Total University	2014 Total Campus	2014 Total College/Unit
+1	+1	+1	+3
-1	+3	+2	+8
+1	+1	+1	+14

## Quick Guide to Percent Favorable Difference

Likelihood of Meaningful Change	Range
Low	<5 percentage points above (+) or below (-) the 2013 data
Medium	>5–10 percentage points above (+) or below (-) the 2013 data
High	>10 percentage points above (+) or below (-) the 2013 data

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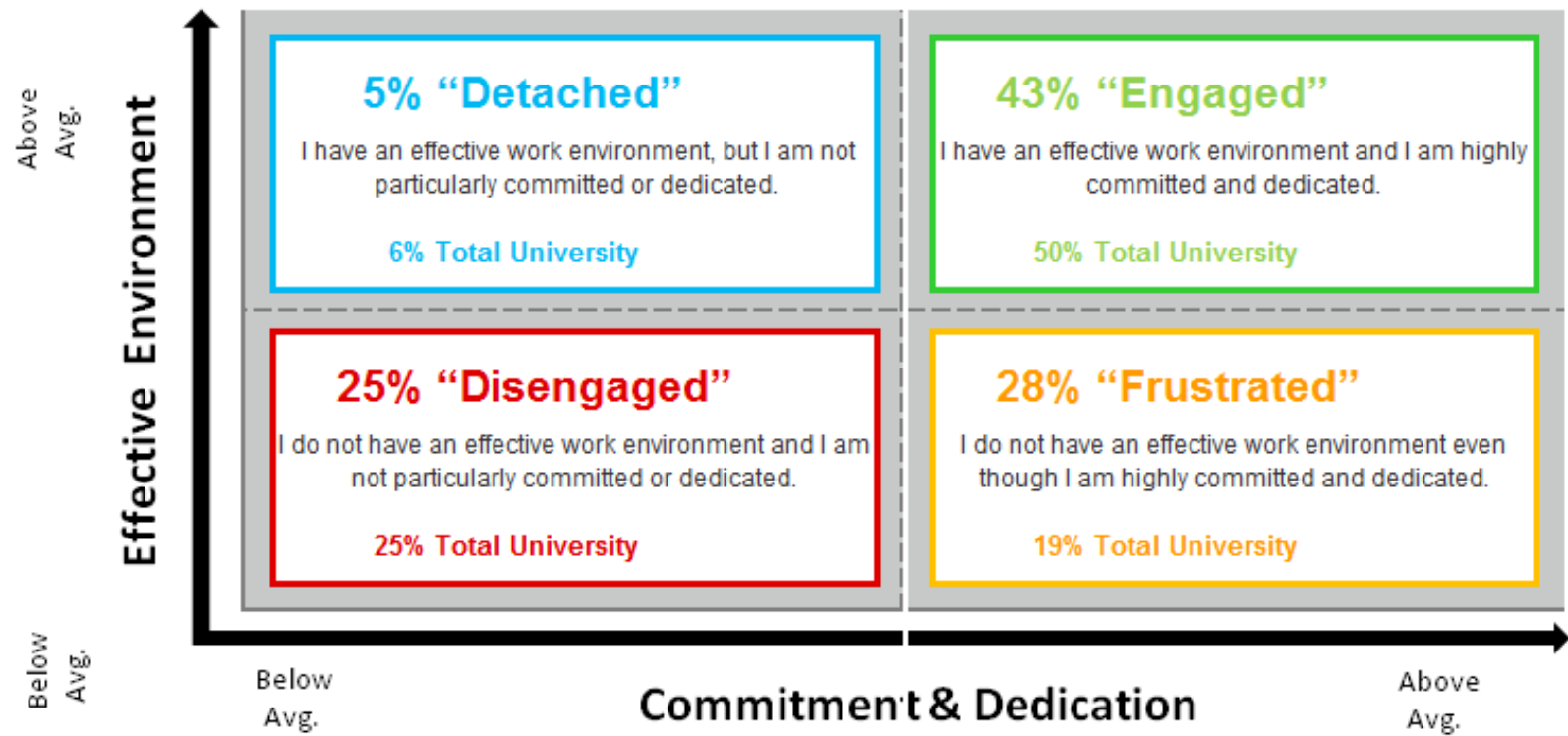
# Summary of Engagement

				% Favorable Difference		
	% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<b>1</b> Commitment and Dedication	71	18	11	-11	-2	-3
<b>2</b> Clear & Promising Direction	47	25	29	-17	-12	-13
<b>3</b> Commitment to Excellence	72	19	9	-6	-4	-5
<b>4</b> Confidence in Leaders	55	19	26	-4	-4	-4
<b>5</b> Development Opportunities	58	23	19	-8	-3	-6
<b>6</b> Respect & Recognition	58	22	21	-3	-7	-8
<b>7</b> Effective Environment	62	17	22	-4	-2	-4
<b>8</b> Authority & Empowerment	82	12	7	+5	+5	+4
<b>9</b> Clear Expectations and Feedback	70	14	17	-7	+1	-1
<b>10</b> Collaboration	60	21	19	-12	-5	-6
<b>11</b> Support and Resources	56	23	21	-4	-1	-3
<b>12</b> Work, Structure, & Process	39	31	31	-2	-10	-11



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# Overall Engagement Profile



## FACULTY

## Key Strengths

Areas in which your work group is currently **most successful**.

Question Number	Question (Dimension)	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference		
						2013 Same Unit Results	2014 Total University	2014 Total Campus
<a href="#">1</a>	I have enough authority to carry out my job effectively. (Authority & Empowerment)	87	91	3	6	+1	+9	+8
<a href="#">3</a>	I understand the results expected of me in my work. (Clear Expectations and Feedback)	86	86	6	8	-1	+2	+1
<a href="#">10</a>	I am treated with respect as an individual. (Respect & Recognition)	87	82	9	9	+7	+2	+1
<a href="#">24</a>	The people in my department are committed to delivering high impact, high quality scholarship. (Commitment to Excellence)	86	81	10	8	-9	+4	+2
<a href="#">2</a>	I am encouraged to be innovative to find more effective ways of doing things. (Authority & Empowerment)	87	72	21	7	+8	0	-1

## FACULTY

# Key Opportunities

Areas offering the **greatest room for improvement.**

Question Number	Question (Dimension)	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference		
						2013 Same Unit Results	2014 Total University	2014 Total Campus
<a href="#">18</a>	My department offers effective mentoring and coaching to support my development. (Development Opportunities)	82	29	33	38	-11	-15	-17
<a href="#">23</a>	There is an equitable distribution of workload within my department. (Work, Structure, & Process)	80	30	30	40	-2	-10	-10
<a href="#">21</a>	My department has a strategy and goals that address our most important challenges and opportunities. (Clear & Promising Direction)	86	41	21	38	-16	-14	-15
<a href="#">36</a>	Action was taken on issues raised in the last survey (Survey Follow-Up)	59	24	37	39	--	0	0
<a href="#">15</a>	I receive recognition from my department for my contributions to my field / discipline. (Respect & Recognition)	86	45	26	29	-15	-10	-11

## FACULTY

# 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				% Favorable Difference		
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<b><u>Commitment and Dedication</u></b>	--	71	18	11	-11	-2	-3
<a href="#">14</a> I feel motivated to go beyond my formal job responsibilities.	87	79	9	11	-4	+5	+2
<a href="#">31</a> I feel proud to work for the University of Minnesota (my campus).	83	81	12	7	-11	0	-1
<a href="#">32</a> I would recommend the University of Minnesota (my campus) to peers at other institutions as a great place to work.	83	65	23	12	-11	-3	-5
<a href="#">33</a> Given your choice, how long would you plan to continue working for the University of Minnesota (your campus)?	85	60	26	14	-18	-7	-8

FACULTY

Key Metric: Commitment and Dedication

Clear & Promising Direction

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

				% Favorable Difference			
	Valid N	% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<b><u>Clear &amp; Promising Direction</u></b>	--	47	25	29	-17	-12	-13
<u>21</u> My department has a strategy and goals that address our most important challenges and opportunities.	86	41	21	38	-16	-14	-15
<u>29</u> I have the opportunity to set my goals in alignment with the strategic priorities of my college and department.	80	53	29	19	-18	-10	-11

FACULTY

Key Metric: Commitment and Dedication

Commitment to Excellence

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

				% Favorable Difference			
	Valid N	% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<a href="#"><u>Commitment to Excellence</u></a>	--	72	19	9	-6	-4	-5
<a href="#"><u>24</u></a> The people in my department are committed to delivering high impact, high quality scholarship.	86	81	10	8	-9	+4	+2
<a href="#"><u>25</u></a> The people in my department are committed to delivering high quality service / clinical care.	36	75	19	6	-6	-3	-4
<a href="#"><u>27</u></a> Rate your department on being student focused (seeking to understand and meet students' needs and requirements).	86	59	27	14	-4	-14	-13

FACULTY

Key Metric: Commitment and Dedication

Confidence in Leaders

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

				% Favorable Difference			
	Valid N	% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<a href="#"><u>Confidence in Leaders</u></a>	--	55	19	26	-4	-4	-4
<a href="#"><u>26</u></a> Rate your department on being open and honest in communications to employees.	86	58	24	17	+1	-8	-8
<a href="#"><u>30</u></a> Rate the overall trust and confidence you have in your college's leadership team.	86	52	13	35	-9	0	0

FACULTY

Key Metric: Commitment and Dedication

# Development Opportunities

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

				% Favorable Difference			
	Valid N	% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<a href="#">Development Opportunities</a>	--	58	23	19	-8	-3	-6
<a href="#">8</a> Rate your opportunities to achieve your personal career objectives at the University of Minnesota (your campus).	86	72	17	10	-8	+3	0
<a href="#">9</a> Rate your opportunities for learning and development.	85	73	19	8	-4	+2	-1
<a href="#">18</a> My department offers effective mentoring and coaching to support my development.	82	29	33	38	-11	-15	-17



FACULTY

Key Metric: Commitment and Dedication

Respect & Recognition

**Focus:** Valuing employees and acknowledging their contributions

	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<b><u>Respect &amp; Recognition</u></b>	--	58	22	21	-3	-7	-8
<u>10</u> I am treated with respect as an individual.	87	82	9	9	+7	+2	+1
<u>15</u> I receive recognition from my department for my contributions to my field / discipline.	86	45	26	29	-15	-10	-11
<u>16</u> My department demonstrates a commitment to supporting my overall wellbeing.	86	55	21	24	+1	-5	-5
<u>17</u> Overall, my department demonstrates a strong commitment to diversity and inclusion.	84	49	31	20	-7	-17	-16

FACULTY

# 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	2013 Same Unit Results	2014 Total University	2014 Total Campus
<b>Effective Environment</b>		--	62	17	22	-4	-2	-4
<a href="#">11</a>	My job provides me the opportunity to do challenging and interesting work.	87	91	5	5	-5	-1	-3
<a href="#">12</a>	In my work, I am able to make full use of my skills and abilities.	85	82	7	11	0	+6	+4
<a href="#">13</a>	Conditions in my job allow me to be as productive as I can be.	87	41	26	32	-11	-8	-11
<a href="#">22</a>	My department proactively identifies and eliminates barriers to getting work done efficiently.	84	32	30	38	-1	-8	-9

FACULTY

Key Metric: Effective Environment

# Authority & Empowerment

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

	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<u><a href="#">Authority &amp; Empowerment</a></u>	--	82	12	7	+5	+5	+4
<u>1</u> I have enough authority to carry out my job effectively.	87	91	3	6	+1	+9	+8
<u>2</u> I am encouraged to be innovative to find more effective ways of doing things.	87	72	21	7	+8	0	-1

FACULTY

Key Metric: Effective Environment

# Clear Expectations and Feedback

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













	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<u><a href="#">Clear Expectations and Feedback</a></u>	--	70	14	17	-7	+1	-1
<u><a href="#">3</a></u> I understand the results expected of me in my work.	86	86	6	8	-1	+2	+1
<u><a href="#">4</a></u> I receive clear and regular feedback on how well I do my work.	87	54	21	25	-12	0	-2

FACULTY

Key Metric: Effective Environment

Collaboration

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

				% Favorable Difference			
	Valid N	 % Fav	 % Neut	 % Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<a href="#">Collaboration</a>	--				-12	-5	-6
<a href="#">19</a> My department supports and encourages interdisciplinary scholarship.	84				-12	-3	-5
<a href="#">20</a> There is good cooperation and teamwork within my department.	86				-12	-7	-7

FACULTY

Key Metric: Effective Environment

Support and Resources

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

				% Favorable Difference			
	Valid N	% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<a href="#">Support and Resources</a>	--	56	23	21	-4	-1	-3
<a href="#">5</a> I have the resources and support I need to pursue my scholarly interests.	87	47	28	25	-12	-2	-4
<a href="#">6</a> I have the resources and support I need to deliver high quality teaching.	81	53	27	20	0	-10	-11
<a href="#">7</a> I have the resources and support I need to deliver high quality service / clinical care.	33	67	15	18	-1	+8	+6

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Key Metric: Effective Environment

Work, Structure, & Process

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

	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<a href="#">Work, Structure, &amp; Process</a>	--	39	31	31	-2	-10	-11
<a href="#">23</a> There is an equitable distribution of workload within my department.	80	30	30	40	-2	-10	-10
<a href="#">28</a> Rate your department on being innovative in how work is done (using new technologies or creative approaches to improve internal effectiveness).	85	47	31	22	-3	-11	-12

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# Survey Follow-Up

	Valid N				% Favorable Difference		
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Total University	2014 Total Campus
<a href="#">Survey Follow-Up</a>	--	42	27	31	--	+6	+5
<a href="#">34</a> The information from this survey will be used constructively	77	38	34	29	--	-1	-3
<a href="#">35</a> I participated in a feedback meeting about the previous survey results	67	64	10	25	--	+19	+19
<a href="#">36</a> Action was taken on issues raised in the last survey	59	24	37	39	--	0	0