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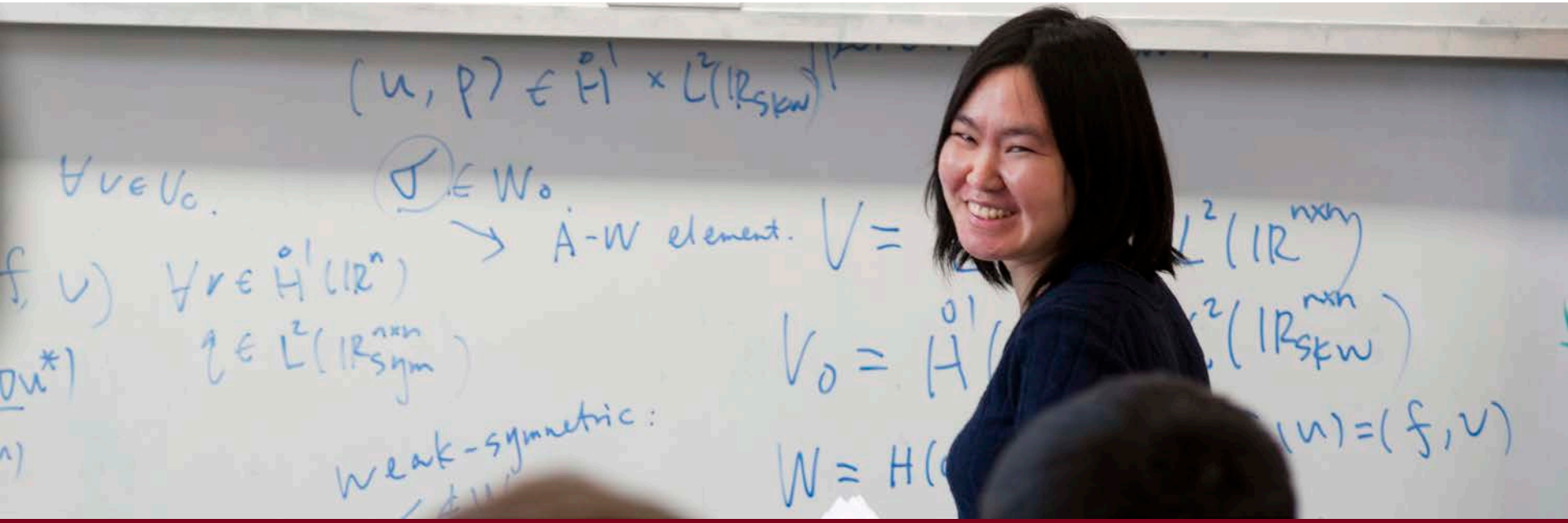
Summary of Results

11448_School of Public Health_STAFF



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Survey Administration Summary

When	October 13 – 31, 2014
What	Separate faculty and staff surveys ▪ 36 scored questions in each survey ▪ Assess commitment and dedication plus effective environment
How	Externally managed by Hay Group to ensure confidentiality
Participation	All benefits-eligible University of Minnesota faculty and staff ▪ 2,484 faculty responses (52% participation rate) ▪ 9,598 staff responses (68% participation rate)

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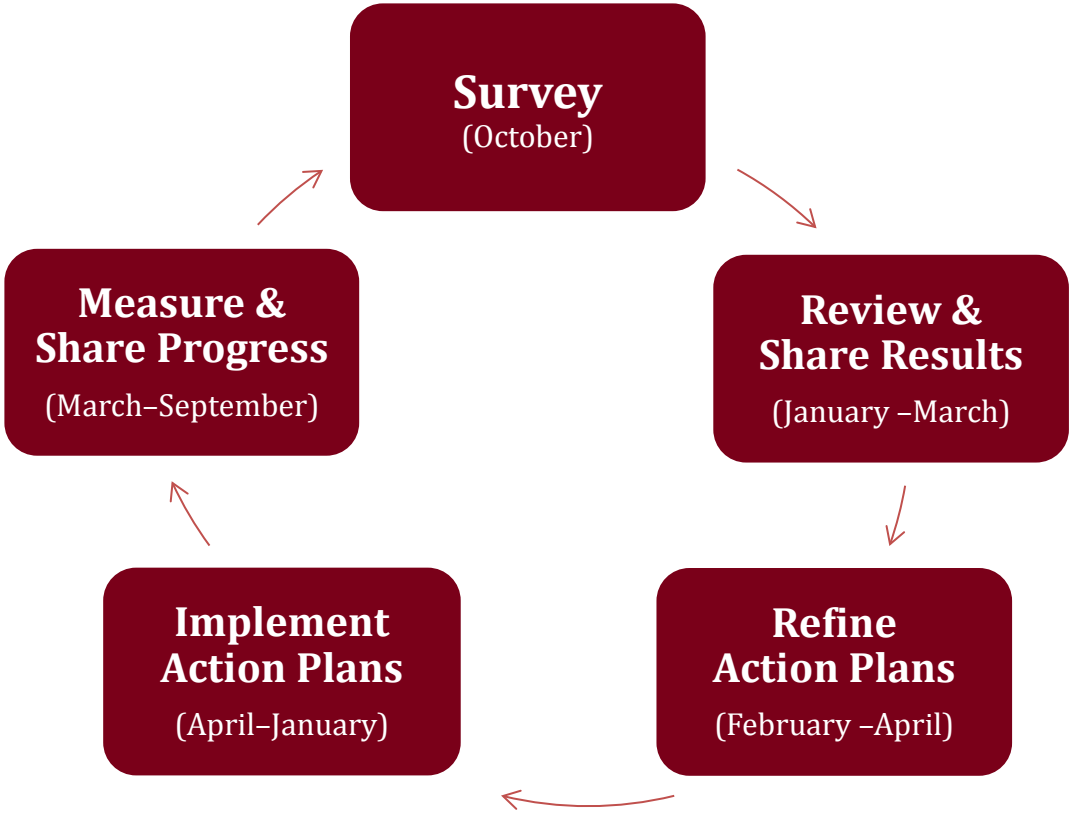
Engagement Process and Timeline



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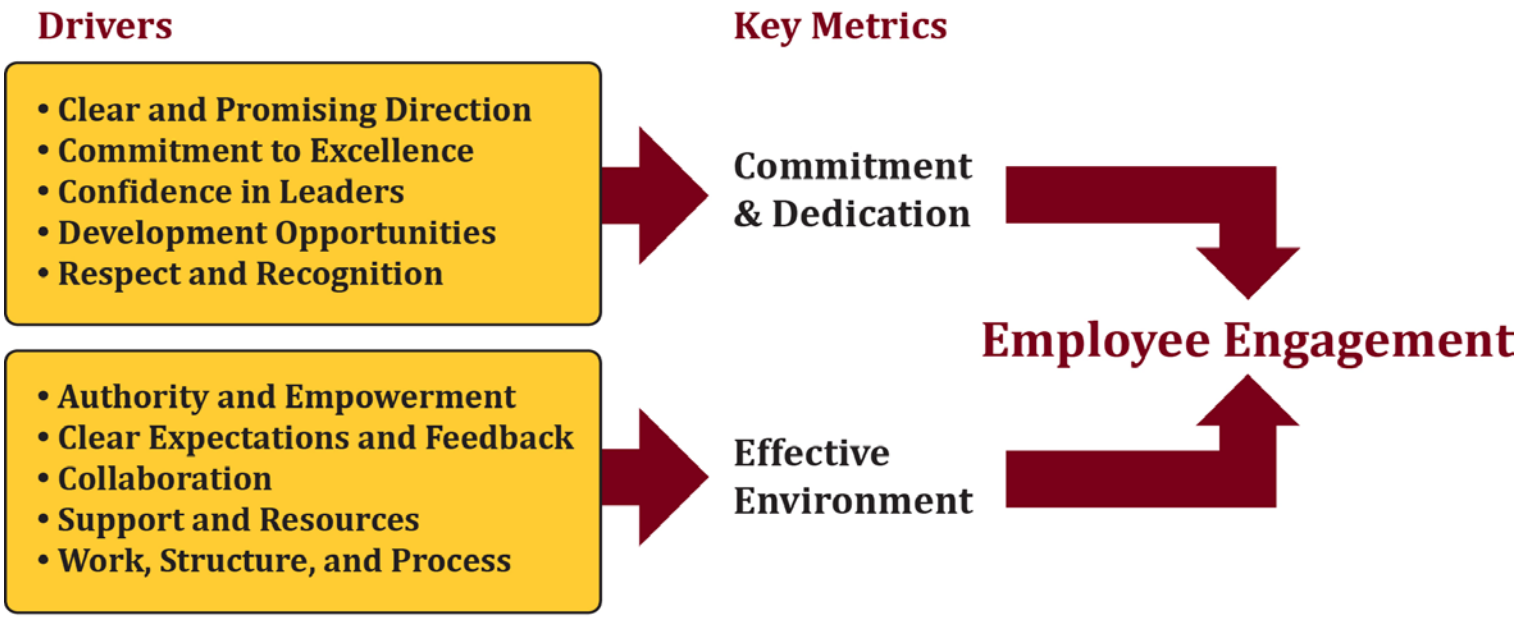
Employee Engagement Model



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Survey Scales & Benchmarks

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	2014 Total University	2014 Total Campus	2014 Total College/Unit
Commitment and Dedication	--	44	22	35	-1	0	0	+1
14 I feel motivated to go beyond my formal job responsibilities.	4374	54	24	23	-2	-1	-1	+12
31 I feel proud to work for the University of [illegible]	[illegible]	55	23	23	-2	0	0	-8
32 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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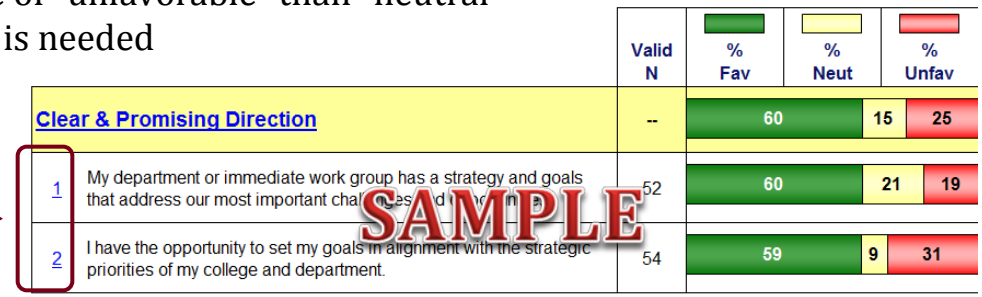
Understanding Your Results

- 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 →



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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

SAMPLE

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

	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	2014 Total University	2014 Total Campus
1 **Commitment and Dedication**	79	11	11	0	+5	+6
2 Clear & Promising Direction	56	27	18	-18	-9	-8
3 Commitment to Excellence	82	14	5	-3	-1	-1
4 Confidence in Leaders	68	19	14	-6	+1	0
5 Development Opportunities	59	25	16	-4	+1	0
6 Respect & Recognition	72	17	12	-2	+1	+1
7 **Effective Environment**	67	16	17	-1	+4	+4
8 Authority & Empowerment	85	9	7	+5	+5	+5
9 Clear Expectations and Feedback	77	14	10	-4	+4	+4
10 Collaboration	57	28	15	-8	-6	-6
11 Support and Resources	75	15	10	+3	+6	+6
12 Work, Structure, & Process	53	27	21	-8	-6	-6

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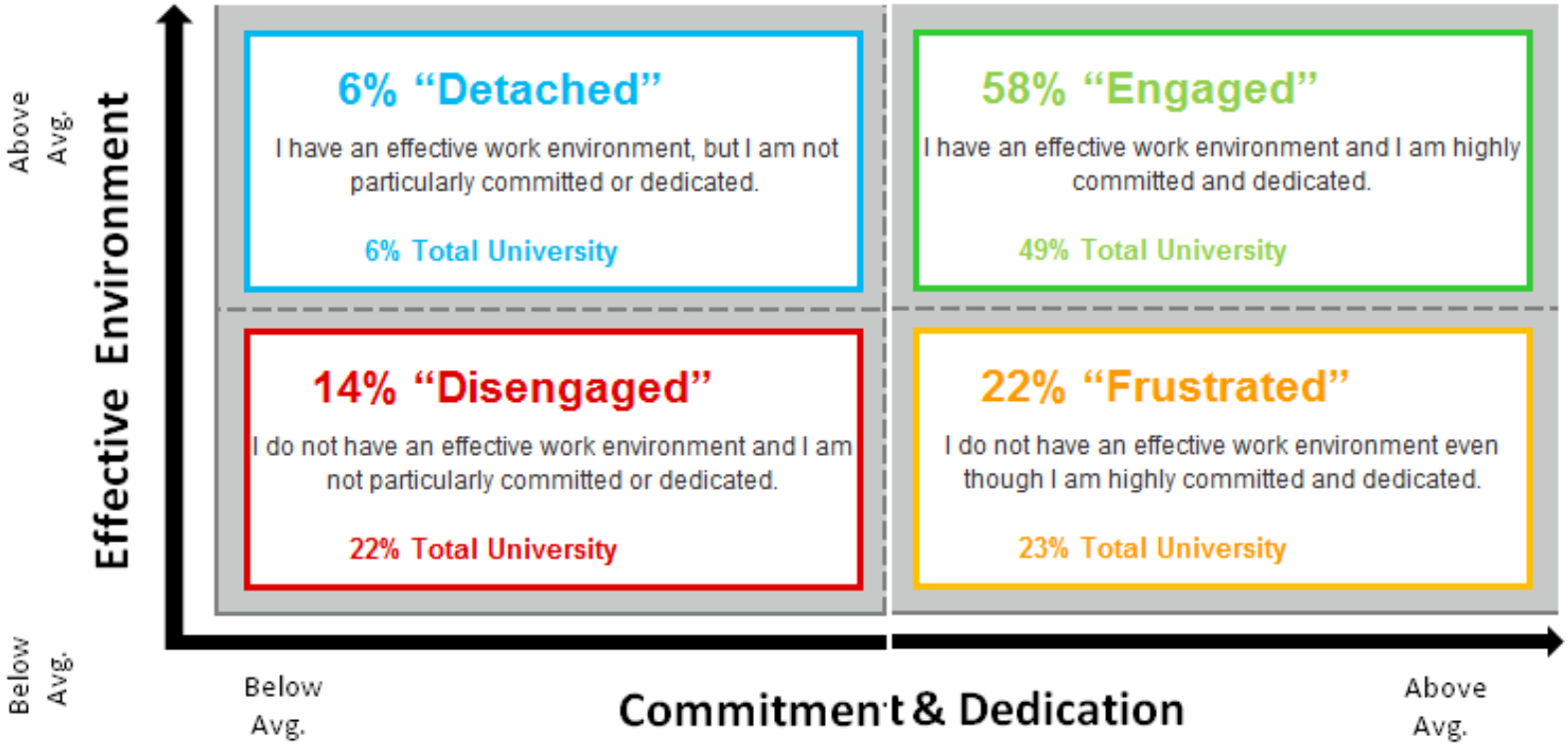
Overall Engagement Profile



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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	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
5	I have the information I need to do my job well. (Support and Resources)	259	86	8	6	+6	+11	+11
3	I understand the results expected of me in my work. (Clear Expectations and Feedback)	258	89	8	3	-1	+4	+4
2	I am encouraged to be innovative to find more effective ways of doing things. (Authority & Empowerment)	259	85	10	6	+8	+6	+6
25	The people in my department are committed to delivering high quality services. (Commitment to Excellence)	255	86	10	4	-3	+3	+3
8	I am treated with respect as an individual. (Respect & Recognition)	260	86	8	6	-1	+2	+2

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Key Opportunities

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

Question Number	Question (Dimension)	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
35	I participated in a feedback meeting about the previous survey results. (Survey Follow-Up)	152	24	11	65	--	-32	-33
36	Action was taken on issues raised in the last survey. (Survey Follow-Up)	113	25	39	36	--	-10	-11
24	There is an equitable distribution of workload within my department. (Work, Structure, & Process)	243	44	28	28	-10	-5	-5
23	My department proactively identifies and eliminates barriers to getting work done efficiently. (Effective Environment)	249	45	31	24	-4	-4	-4
17	My department has a strategy and goals that address our most important challenges and opportunities. (Clear & Promising Direction)	235	53	25	22	-18	-9	-8

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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: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Commitment and Dedication		--	79	11	11	0	+5	+6
13	I feel motivated to go beyond my formal job responsibilities.	258	75	14	12	0	+5	+6
31	I feel proud to work for the University of Minnesota (my campus).	258	90	8	3	+2	+5	+5
32	I would recommend the University of Minnesota to family or friends as a place to work (my campus).	254	85	8	7	+2	+5	+5
33	Given your choice, how long would you plan to continue working for the University of Minnesota (your campus)?	258	66	14	20	-3	+6	+7

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Key Metric: Commitment and Dedication

Clear & Promising Direction

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Clear & Promising Direction	--	56	27	18	**-18**	**-9**	**-8**
17 My department has a strategy and goals that address our most important challenges and opportunities.	235	53	25	22	-18	-9	-8
18 I understand what I can do to support my department's strategy and goals.	244	59	28	13	-17	-9	-8

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Key Metric: Commitment and Dedication

Commitment to Excellence

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Commitment to Excellence	--	82	14	5	-3	-1	-1
25 The people in my department are committed to delivering high quality services.	255	86	10	4	-3	+3	+3
27 Rate your department on the quality of customer support (i.e., responsiveness, flexibility, turnaround) provided.	243	78	17	5	-3	-5	-4

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Key Metric: Commitment and Dedication

Confidence in Leaders

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Confidence in Leaders	--	68	19	14	-6	+1	0
16 There is open and honest communication between me and my manager / supervisor.	260	79	10	12	-5	+4	+3
29 Rate the overall trust and confidence you have in your college's leadership team.	246	57	28	15	-6	-2	-3

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Key Metric: Commitment and Dedication

Development Opportunities

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Development Opportunities	--	59	25	16	-4	+1	0
7 Rate your opportunities for learning and development.	256	67	21	12	-5	0	-1
15 My manager / supervisor coaches me in my development.	259	53	24	22	+2	+1	0
30 Rate your opportunities to achieve your personal career objectives at the University of Minnesota (your campus).	249	57	29	14	-9	+2	+1

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Key Metric: Commitment and Dedication

Respect & Recognition

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Respect & Recognition	--	72	17	12	-2	+1	+1
8 I am treated with respect as an individual.	260	86	8	6	-1	+2	+2
9 I receive recognition when I do a good job.	259	70	17	13	-3	+2	+2
19 My department demonstrates a commitment to supporting my overall wellbeing.	256	63	22	15	-7	-1	-1
20 Overall, my department demonstrates a strong commitment to diversity and inclusion.	245	67	21	12	0	-2	-2

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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:*

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Effective Environment	--	67	16	17	**-1**	**+4**	**+4**
10 My job provides me the opportunity to do challenging and interesting work.	258	81	11	8	-1	+3	+3
11 In my work, I am able to make full use of my skills and abilities.	260	73	10	17	-1	+7	+8
12 Conditions in my job allow me to be as productive as I can be.	260	69	12	19	+1	+10	+10
23 My department proactively identifies and eliminates barriers to getting work done efficiently.	249	45	31	24	-4	-4	-4

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Key Metric: Effective Environment

Authority & Empowerment

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Authority & Empowerment	--	85	9	7	+5	+5	+5
1 I have enough authority to carry out my job effectively.	258	84	7	8	+1	+4	+4
2 I am encouraged to be innovative to find more effective ways of doing things.	259	85	10	6	+8	+6	+6

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Key Metric: Effective Environment

Clear Expectations and Feedback

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Clear Expectations and Feedback	--	77	14	10	-4	+4	+4
3 I understand the results expected of me in my work.	258	89	8	3	-1	+4	+4
14 My manager / supervisor provides clear and regular feedback on how well I do my work.	257	64	19	17	-7	+3	+3

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Key Metric: Effective Environment

Collaboration

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Collaboration	--	57	28	15	-8	-6	-6
21 There is good cooperation and sharing of ideas between my department and other departments.	225	50	32	18	-2	-5	-6
22 There is good cooperation and teamwork within my department.	253	64	24	12	-13	-6	-6

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Key Metric: Effective Environment

Support and Resources

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Support and Resources	--	75	15	10	+3	+6	+6
4 I have the resources I need to do my job effectively.	258	78	12	10	+2	+8	+8
5 I have the information I need to do my job well.	259	86	8	6	+6	+11	+11
6 I receive the training I need to handle my present job well.	257	75	16	10	+5	+3	+3
26 New employees receive the training they need to do their jobs well.	224	59	25	15	-4	0	0

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Key Metric: Effective Environment

Work, Structure, & Process

Focus: Promoting innovation and equitable distribution of workload

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Work, Structure, & Process	--	53	27	21	-8	-6	-6
24 There is an equitable distribution of workload within my department.	243	44	28	28	-10	-5	-5
28 Rate your department on being innovative in how work is done (using new technologies or creative approaches to improve internal effectiveness).	251	62	25	13	-5	-6	-6

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Survey Follow-Up

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference: 2013 Same Unit Results	% Favorable Difference: 2014 Total University	% Favorable Difference: 2014 Total Campus
Survey Follow-Up	--	32	29	38	--	-14	-15
34 The information from this survey will be used constructively.	221	48	38	14	--	0	0
35 I participated in a feedback meeting about the previous survey results.	152	24	11	65	--	-32	-33
36 Action was taken on issues raised in the last survey.	113	25	39	36	--	-10	-11