

# Summary of Results

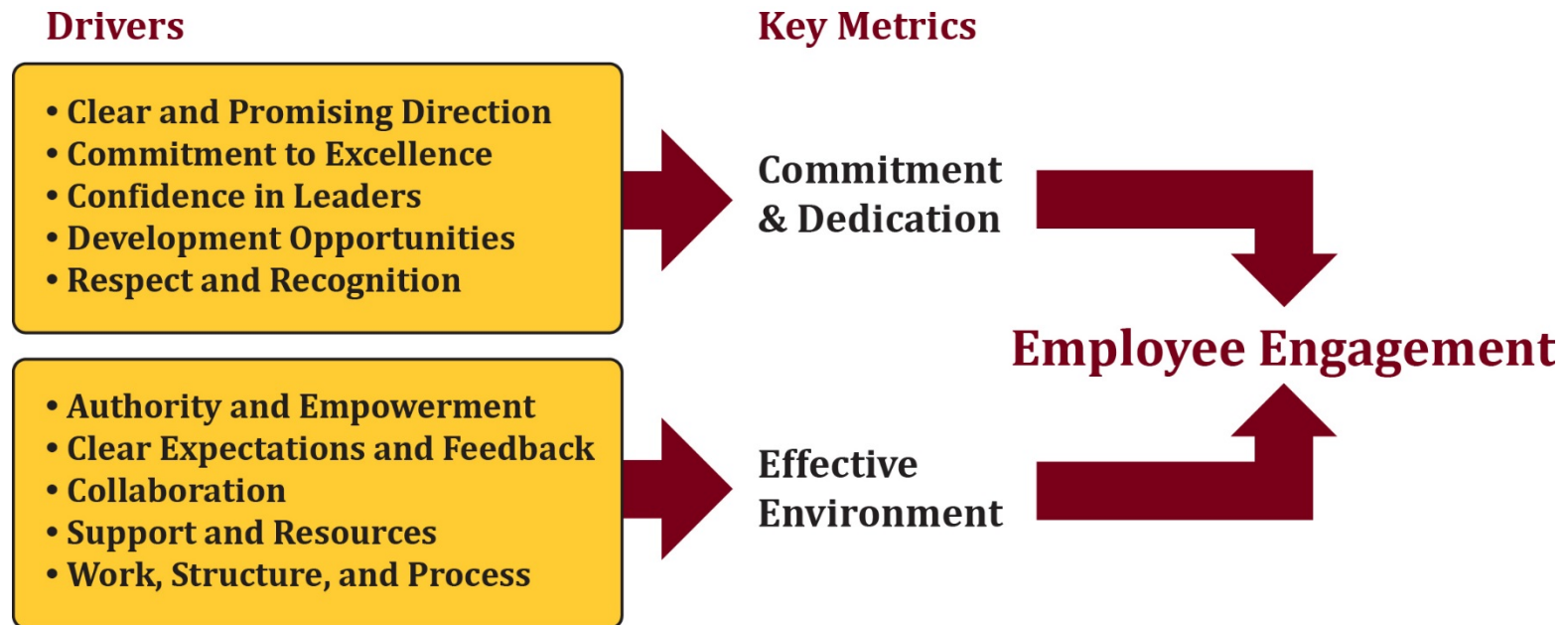
## 21511\_School of Public Health\_FACULTY



# Survey Administration Summary

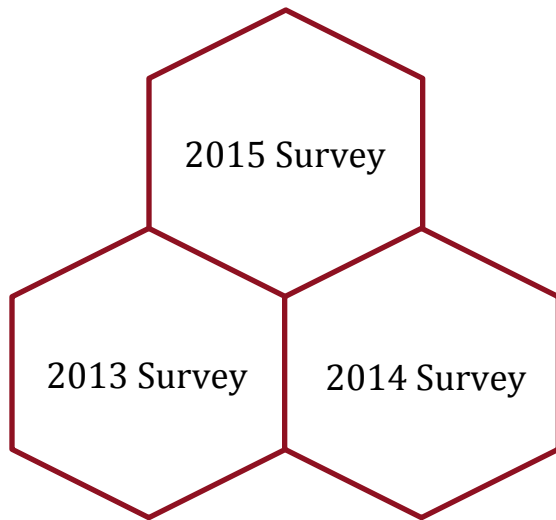
<b>When</b>	October 12 – 30, 2015
<b>What</b>	Separate faculty and staff surveys 36 scored questions in each survey Assess commitment and dedication plus effective environment
<b>How</b>	Externally managed by Hay Group to ensure confidentiality
<b>Participation</b>	All benefits-eligible University of Minnesota faculty and staff 2,488 faculty responses (56% participation rate) 9,907 staff responses (70% participation rate)

# Employee Engagement Model



# Engagement Metrics and Critical Questions

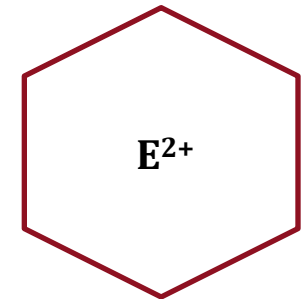
## E<sup>2</sup> Employee Engagement Data



## 2016: Align Strategy, E<sup>2</sup> Metrics & Resources



## Academic Year 2017



What does three years of E<sup>2</sup> Employee Engagement data tell you about your faculty and staff?

Where can increased employee engagement advance your highest priorities?

How can engagement metrics further align with strategic priorities?

# Survey Scales and Benchmarks

	Valid N	% Favorable			% Favorable Difference				
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total College / Unit	2015 Total Campus	2015 Total University
<b>Commitment and Dedication</b>	-	54	24	21	+19	+19	-1	+1	0
<a href="#">19</a> I feel motivated to go beyond my formal job responsibilities.	17,686	74	19	6	+47	+47	0	-1	-1
<a href="#">43</a> I feel proud to work for the University of Minnesota (my campus).	17,678	28	11		-5	-5	0	+6	+5
<a href="#">44</a> I would recommend the University of Minnesota (my campus) to peers at other institutions as a great place to work.	17,678	71	22	7	+35	+35	-1	+3	-1
<a href="#">46</a> Given your choice, how long would you plan to continue working for the University of Minnesota (your campus)?	17,732	27	72		-2	-2	0	-2	0

## 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 (2015):

- “+” 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 Same Unit Results:** Results from this same unit in 2014
- **2015 Total University:** Current results across all campuses
- **2015 Total Campus:** Current results for your campus only
- **2015 Total College/Unit:** Current results for your college/unit only

# 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>	-	55	32	14
<u>29</u> My department has a strategy and goals that address our most important challenges and oppo	17,665	56	32	13
<u>40</u> I have the opportunity to set my goals in alignment with the strategic priorities of my college and department.	17,636	43	39	19

**SAMPLE**

# Understanding Your Results, cont'd

- Results include percentage of favorable responses compared to department-specific 2013 and 2014 data (when available), as well as 2015 college/unit, campus, and total University benchmark data.
- Percentage favorable differences between 2013 and 2014 as well as between 2014 and 2015 are unit-specific and may indicate areas of change in a more favorable or unfavorable direction.
- Use the quick guide (bottom right) to assess the range of change between 2013 and 2014 as well as between 2014 and 2015 in percentage favorable difference.
- More information is available in the “Guide to Employee Engagement Survey Data and Action Planning” at [z.umn.edu/EngagedU](http://z.umn.edu/EngagedU)

% Favorable Difference				
2013 Same Unit Results	2014 Same Unit Results	2015 Total College / Unit	2015 Total Campus	2015 Total University
-15	-27	18	19	-14
-22			-18	-13
-27	-34	-31	-31	-26

## Quick Guide to Percent Favorable Difference

Likelihood of Meaningful Change	Range
Low	<5 percentage points above (+) or below (-) the 2014 data
Medium	>5-10 percentage points above (+) or below (-) the 2014 data
High	>10 percentage points above (+) or below (-) the 2014 data

# Summary of Engagement

				% Favorable Difference			
	% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<b>1 Commitment and Dedication</b>	71	15	14	-11	0	-2	-1
2 Clear & Promising Direction	60	20	21	-4	+13	0	0
3 Commitment to Excellence	70	16	14	-8	-2	-7	-7
4 Confidence in Leaders	53	23	24	-6	-2	-6	-6
5 Development Opportunities	60	19	21	-6	+2	-3	-1
6 Respect & Recognition	61	20	19	0	+3	-5	-5
<b>7 Effective Environment</b>	67	14	20	+1	+5	+2	+3
8 Authority & Empowerment	83	6	12	+6	+1	+4	+6
9 Clear Expectations and Feedback	73	17	11	-4	+3	+3	+5
10 Collaboration	67	17	16	-5	+7	+2	+2
11 Support and Resources	53	24	24	-7	-3	-4	-3
12 Work, Structure, & Process	39	26	36	-2	0	-10	-10
13 Survey Follow-Up	38	22	40	--	-4	-4	-4



# Employee Engagement Profile



# 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 Same Unit Results	2015 Total Campus	2015 Total University
<a href="#">1</a>	I have enough authority to carry out my job effectively. (Authority & Empowerment)	79	90	3	8	0	-1	+7	+8
<a href="#">3</a>	I understand the results expected of me in my work. (Clear Expectations and Feedback)	79	84	11	5	-3	-2	-1	+1
<a href="#">2</a>	I am encouraged to be innovative to find more effective ways of doing things. (Authority & Empowerment)	80	76	9	15	+12	+4	+2	+4
<a href="#">15</a>	I am treated with respect as an individual. (Respect & Recognition)	79	81	5	14	+6	-1	0	+2
<a href="#">32</a>	The people in my department are committed to delivering high impact, high quality scholarship. (Commitment to Excellence)	81	81	11	7	-9	0	+4	+4

# 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 Same Unit Results	2015 Total Campus	2015 Total University
<a href="#">31</a>	There is an equitable distribution of workload within my department. (Work, Structure, & Process)	79	27	20	53	-5	-3	-13	-12
<a href="#">49</a>	Action was taken on issues raised in the last survey. (Survey Follow-Up)	58	21	29	50	--	-3	-10	-9
<a href="#">42</a>	Rate the overall trust and confidence you have in your college's leadership team. (Confidence in Leaders)	81	38	28	33	-23	-14	-14	-13
<a href="#">48</a>	I participated in a feedback meeting about the previous survey results. (Survey Follow-Up)	65	52	8	40	--	-12	-2	-5
<a href="#">12</a>	I have the resources and support I need to deliver high quality service / clinical care. (Support and Resources)	24	50	33	17	-18	-17	-9	-7

# Results for Key Metric: Commitment and Dedication

**Focus:** Motivating employee dedication and commitment to excellence

	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<b><u>Commitment and Dedication</u></b>	--	71	15	14	-11	0	-2	-1
<a href="#">19</a> I feel motivated to go beyond my formal job responsibilities.	79	77	11	11	-6	-2	+1	+3
<a href="#">43</a> I feel proud to work for the University of Minnesota (my campus).	80	76	11	13	-16	-5	-5	-3
<a href="#">44</a> I would recommend the University of Minnesota (my campus) to peers at other institutions as a great place to work.	81	65	17	17	-11	0	-4	-2
<a href="#">46</a> Given your choice, how long would you plan to continue working for the University of Minnesota (your campus)?	80	66	20	14	-12	+6	0	0

## Key Metric: Commitment and Dedication

## Clear &amp; Promising Direction

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

				% Favorable Difference				
	Valid N	% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<b><u>Clear &amp; Promising Direction</u></b>	--	60	20	21	-4	+13	0	0
<u>29</u> My department has a strategy and goals that address our most important challenges and opportunities.	77	61	21	18	+4	+20	+3	+3
<u>40</u> I have the opportunity to set my goals in alignment with the strategic priorities of my college and department.	75	59	19	23	-12	+6	-3	-2

## Key Metric: Commitment and Dedication

## Commitment to Excellence

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

	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<a href="#"><u>Commitment to Excellence</u></a>	--	70	16	14	-8	-2	-7	-7
<a href="#"><u>32</u></a> The people in my department are committed to delivering high impact, high quality scholarship.	81	81	11	7	-9	0	+4	+4
<a href="#"><u>33</u></a> The people in my department are committed to delivering high quality service / clinical care.	26	65	15	19	-16	-10	-17	-15
<a href="#"><u>37</u></a> Rate your department on being student focused (seeking to understand and meet students' needs and requirements).	80	63	21	16	0	+4	-10	-12

## Key Metric: Commitment and Dedication

# Confidence in Leaders

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

	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<b><u>Confidence in Leaders</u></b>	--	53	23	24	-6	-2	-6	-6
<u>35</u> Rate your department on being open and honest in communications to employees.	81	68	17	15	+11	+10	+3	+2
<u>42</u> Rate the overall trust and confidence you have in your college's leadership team.	81	38	28	33	-23	-14	-14	-13

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 Same Unit Results	2015 Total Campus	2015 Total University
<a href="#">Development Opportunities</a>	--	60	19	21	-6	+2	-3	-1
<a href="#">13</a> Rate your opportunities to achieve your personal career objectives at the University of Minnesota (your campus).	79	70	15	15	-10	-2	0	+3
<a href="#">14</a> Rate your opportunities for learning and development.	79	67	16	16	-10	-6	-5	-3
<a href="#">24</a> My department offers effective mentoring and coaching to support my development.	75	43	25	32	+3	+14	-3	-2



## 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 Same Unit Results	2015 Total Campus	2015 Total University
<b><u>Respect &amp; Recognition</u></b>	--	61	20	19	0	+3	-5	-5
<b><u>15</u></b> I am treated with respect as an individual.	79	81	5	14	+6	-1	0	+2
<b><u>20</u></b> I receive recognition from my department for my contributions to my field / discipline.	81	52	25	23	-8	+7	-6	-5
<b><u>22</u></b> My department demonstrates a commitment to supporting my overall wellbeing.	81	58	17	25	+4	+3	-1	-1
<b><u>23</u></b> Overall, my department demonstrates a strong commitment to diversity and inclusion.	79	52	33	15	-4	+3	-15	-16

# Results for Key Metric: Effective Environment

**Focus:** Supporting employees' success with the tools and resources of an effective work environment

	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<b>Effective Environment</b>	--	67	14	20	+1	+5	+2	+3
<a href="#">16</a> My job provides me the opportunity to do challenging and interesting work.	79	92	3	5	-4	+1	-1	0
<a href="#">17</a> In my work, I am able to make full use of my skills and abilities.	78	79	6	14	-3	-3	+2	+4
<a href="#">18</a> Conditions in my job allow me to be as productive as I can be.	80	56	11	33	+4	+15	+6	+7
<a href="#">30</a> My department proactively identifies and eliminates barriers to getting work done efficiently.	80	40	34	26	+7	+8	-1	-1

## Key Metric: Effective Environment

# Authority & Empowerment

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

	Valid N	Bar Chart Legend			% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<b><u>Authority &amp; Empowerment</u></b>	--				+6	+1	+4	+6
<u>1</u> I have enough authority to carry out my job effectively.	79				0	-1	+7	+8
<u>2</u> I am encouraged to be innovative to find more effective ways of doing things.	80				+12	+4	+2	+4

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 Same Unit Results	2015 Total Campus	2015 Total University
<b><u>Clear Expectations and Feedback</u></b>	--	73	17	11	-4	+3	+3	+5
<u>3</u> I understand the results expected of me in my work.	79	84	11	5	-3	-2	-1	+1
<u>4</u> I receive clear and regular feedback on how well I do my work.	79	62	22	16	-4	+8	+8	+9

## Key Metric: Effective Environment

# Collaboration

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

	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<a href="#">Collaboration</a>	--	67	17	16	-5	+7	+2	+2
<a href="#">26</a> My department supports and encourages interdisciplinary scholarship.	78	69	15	15	-7	+5	+1	+2
<a href="#">28</a> There is good cooperation and teamwork within my department.	81	64	19	17	-3	+9	+2	+1

## 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 Same Unit Results	2015 Total Campus	2015 Total University
<b><u>Support and Resources</u></b>	--	53	24	24	-7	-3	-4	-3
<u>6</u> I have the resources and support I need to pursue my scholarly interests.	80	53	19	29	-6	+6	+4	+5
<u>8</u> I have the resources and support I need to deliver high quality teaching.	75	56	19	25	+3	+3	-6	-6
<u>12</u> I have the resources and support I need to deliver high quality service / clinical care.	24	50	33	17	-18	-17	-9	-7

## Key Metric: Effective Environment

# Work, Structure, & Process

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

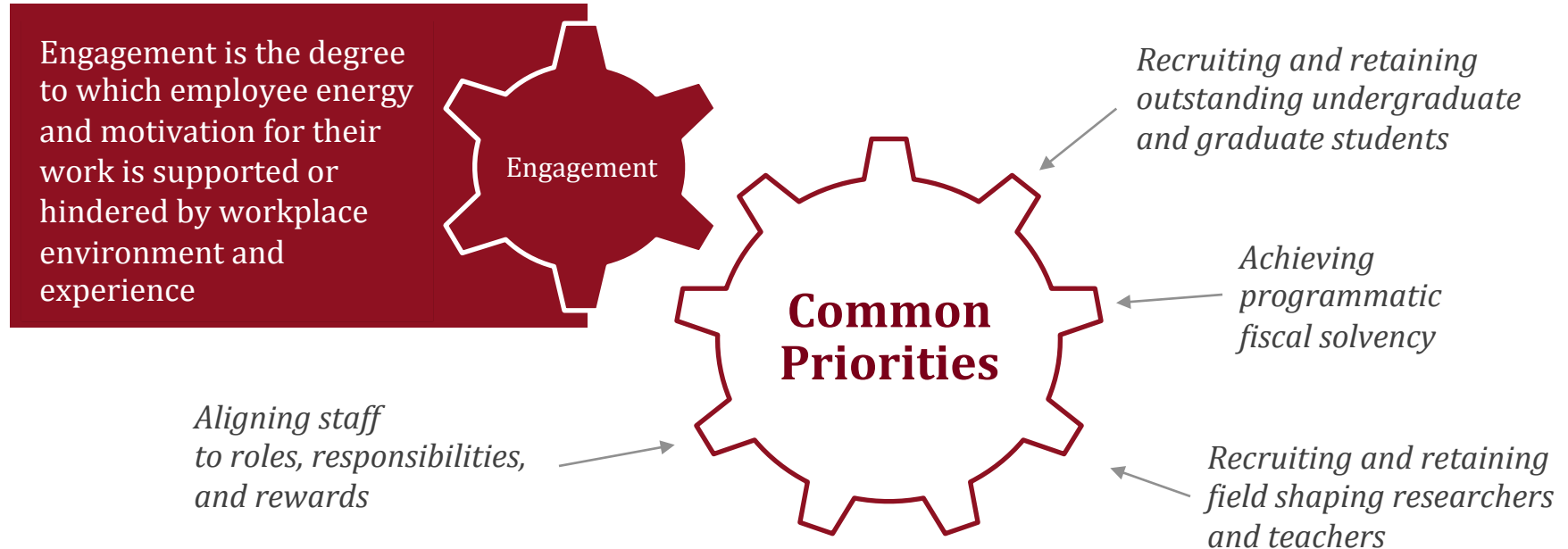
	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<a href="#">Work, Structure, &amp; Process</a>	--	39	26	36	-2	0	-10	-10
<a href="#">31</a> There is an equitable distribution of workload within my department.	79	27	20	53	-5	-3	-13	-12
<a href="#">39</a> Rate your department on being innovative in how work is done (using new technologies or creative approaches to improve internal effectiveness).	80	51	31	18	+1	+4	-7	-8

# Survey Follow-Up

	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<a href="#">Survey Follow-Up</a>	--	38	22	40	--	-4	-4	-4
<a href="#">47</a> The information from this survey will be used constructively.	76	41	30	29	--	+3	0	+2
<a href="#">48</a> I participated in a feedback meeting about the previous survey results.	65	52	8	40	--	-12	-2	-5
<a href="#">49</a> Action was taken on issues raised in the last survey.	58	21	29	50	--	-3	-10	-9



# Align Strategy, E<sup>2</sup> Metrics and Resources



Have you identified and celebrated strengths?  
 What are the patterns of opportunity for increased engagement?  
 Where can increased employee engagement advance your highest priorities?

# Helpful Tools and Resources

- **Insight2Action (I2A) website** (from Hay Group)—accessible by all managers with a survey report
- **Employee Engagement website** ([z.umn.edu/EngagedU](http://z.umn.edu/EngagedU))
  - “Guide to Employee Engagement Survey Data and Action Planning” customizable PowerPoint
  - On-demand manager training webinar
- **Unit/College/Campus-level resources**
  - HR Leads and staff
  - Employee Engagement Leads\*
- **Office of Human Resources support**
  - Leadership and Talent Development consultants
  - For more information, contact [ee2@umn.edu](mailto:ee2@umn.edu)

\*Employees specific to each unit/college/campus. Contact local HR staff for more information.