

Summary of Results

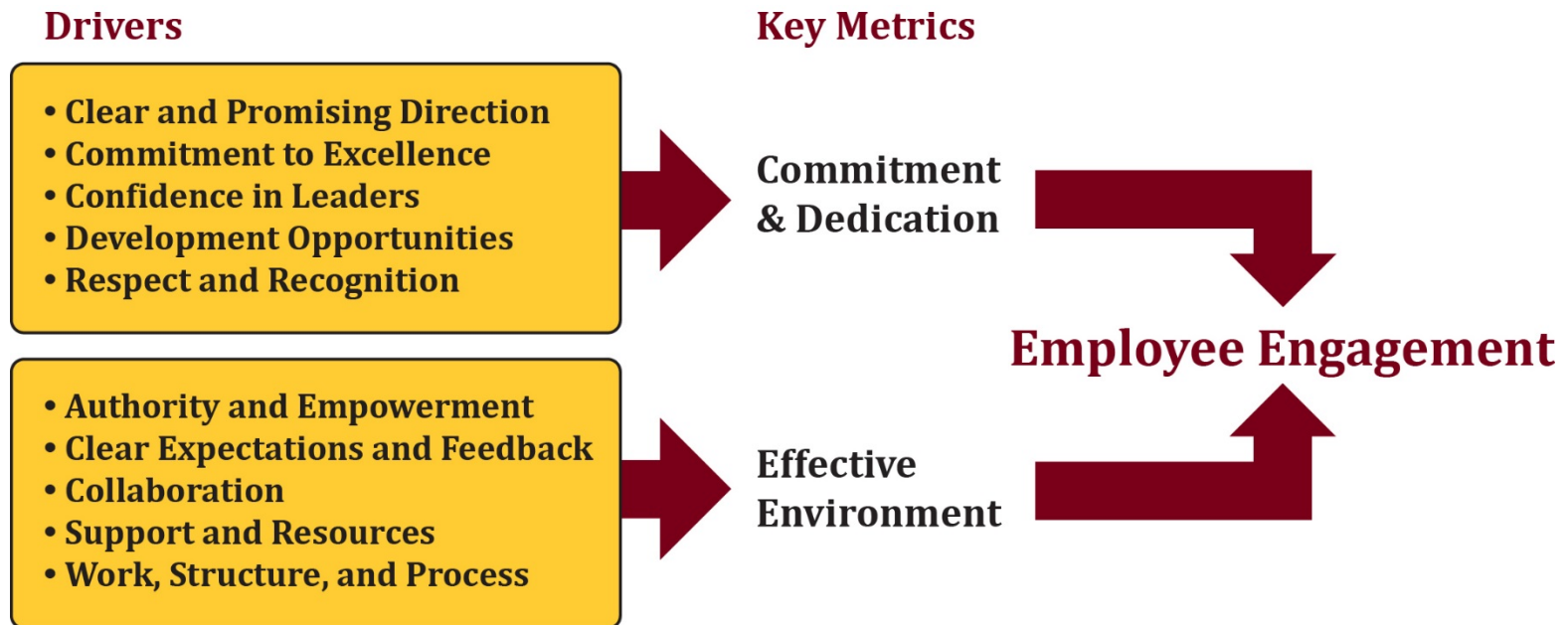
21511_School of Public Health_STAFF



Survey Administration Summary

When	October 12 – 30, 2015
What	Separate faculty and staff surveys <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 2,488 faculty responses (56% participation rate)• 9,907 staff responses (70% participation rate)

Employee Engagement Model

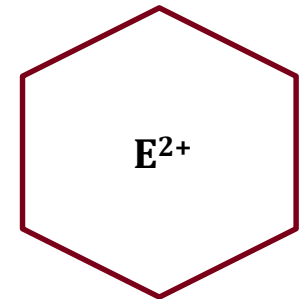
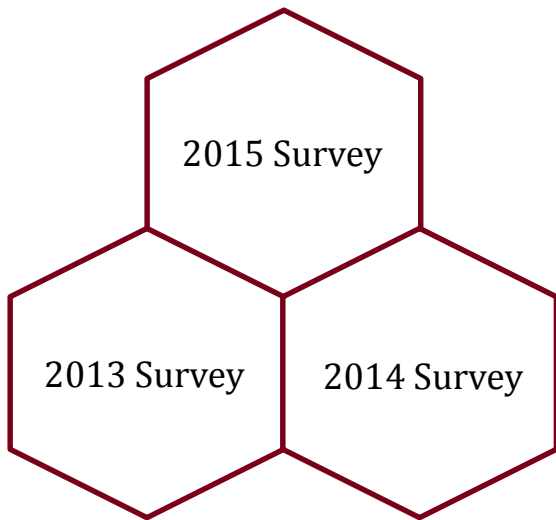


Engagement Metrics and Critical Questions

E² Employee Engagement Data

2016: Align Strategy, E² Metrics & Resources

Academic Year 2017



What does three years of E² 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	Percentage Favorable Scale			% Favorable Difference				
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total College / Unit	2015 Total Campus	2015 Total University
Commitment and Dedication	--	54	24	21	+19	+19	-1	+1	0
19 I feel motivated to go beyond my formal job responsibilities.	17,686	74	19	6	+47	+47	0	-1	-1
43 I feel proud to work for the University of Minnesota (my campus).	17,678	78	15	7	+5	-5	0	+6	+5
44 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
46 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 College/Unit:** Current results for your college/unit only
- **2015 Total Campus:** Current results for your campus only
- **2015 Total University:** Current results across all campuses

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
<u>Clear & Promising Direction</u>	-	55	32	14
<u>29</u> My department has a strategy and goals that address our most important challenges and opportunities.	1,666	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

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

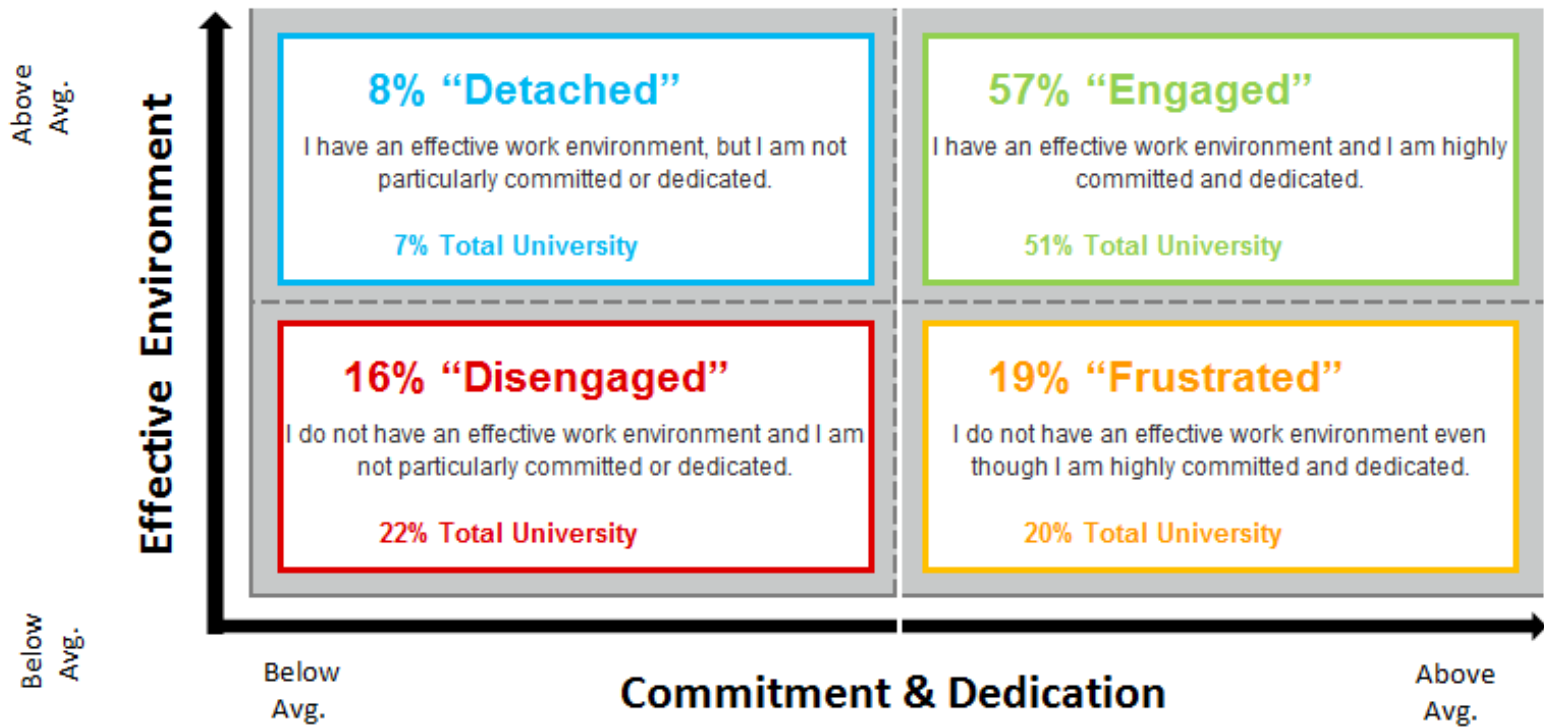
Quick Guide to Percent Favorable Difference

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
1 Commitment and Dedication	76	14	10	-3	-3	+3	+4
2 Clear & Promising Direction	69	21	10	-5	+13	-1	-1
3 Commitment to Excellence	87	12	1	+2	+5	+3	+3
4 Confidence in Leaders	66	20	15	-8	-2	-2	-2
5 Development Opportunities	62	22	17	-1	+3	0	+1
6 Respect & Recognition	75	14	11	+1	+3	+4	+4
7 Effective Environment	70	15	15	+2	+3	+5	+5
8 Authority & Empowerment	87	7	7	+7	+2	+6	+6
9 Clear Expectations and Feedback	80	10	11	-1	+3	+4	+4
10 Collaboration	62	23	15	-3	+5	-1	-1
11 Support and Resources	74	15	11	+2	-1	+5	+6
12 Work, Structure, & Process	59	21	21	-2	+6	0	0
13 Survey Follow-Up	34	31	34	--	+2	-17	-16

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
2	I am encouraged to be innovative to find more effective ways of doing things. (Authority & Empowerment)	250	86	9	5	+9	+1	+6	+6
1	I have enough authority to carry out my job effectively. (Authority & Empowerment)	249	88	5	8	+5	+4	+6	+6
3	I understand the results expected of me in my work. (Clear Expectations and Feedback)	250	90	5	6	0	+1	+5	+5
15	I am treated with respect as an individual. (Respect & Recognition)	250	90	6	4	+3	+4	+6	+7
34	The people in my department are committed to delivering high quality services. (Commitment to Excellence)	241	89	10	1	0	+3	+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
48	I participated in a feedback meeting about the previous survey results. (Survey Follow-Up)	169	31	14	55	--	+7	-31	-31
49	Action was taken on issues raised in the last survey. (Survey Follow-Up)	136	24	46	29	--	-1	-17	-16
27	There is good cooperation and sharing of ideas between my department and other departments. (Collaboration)	212	47	34	18	-5	-3	-7	-7
42	Rate the overall trust and confidence you have in your college's leadership team. (Confidence in Leaders)	233	52	32	16	-11	-5	-6	-6
31	There is an equitable distribution of workload within my department. (Work, Structure, & Process)	222	50	20	30	-4	+6	+1	+1

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
<u>Commitment and Dedication</u>	--	76	14	10	-3	-3	+3	+4
19 I feel motivated to go beyond my formal job responsibilities.	247	76	13	11	+1	+1	+6	+6
43 I feel proud to work for the University of Minnesota (my campus).	248	87	10	3	-1	-3	+3	+4
45 I would recommend the University of Minnesota to family or friends as a place to work (my campus).	246	79	14	7	-4	-6	+1	+2
46 Given your choice, how long would you plan to continue working for the University of Minnesota (your campus)?	247	60	20	19	-9	-6	+2	+2

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 Same Unit Results	2015 Total Campus	2015 Total University
<u>Clear & Promising Direction</u>	--	69	21	10	-5	+13	-1	-1
<u>29</u> My department has a strategy and goals that address our most important challenges and opportunities.	228	66	22	12	-5	+13	+3	+3
<u>41</u> I understand what I can do to support my department's strategy and goals.	239	72	20	8	-4	+13	-5	-5

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 Same Unit Results	2015 Total Campus	2015 Total University
Commitment to Excellence	--	87		12	+2	+5	+3	+3
34 The people in my department are committed to delivering high quality services.	241	89		10	0	+3	+4	+4
38 Rate your department on the quality of customer support (i.e., responsiveness, flexibility, turnaround) provided.	225	84		13	+3	+6	+1	+1

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
<u>Confidence in Leaders</u>	--	66	20	15	-8	-2	-2	-2
<u>36</u> There is open and honest communication between me and my manager / supervisor.	246	80	7	13	-4	+1	+2	+2
<u>42</u> Rate the overall trust and confidence you have in your college's leadership team.	233	52	32	16	-11	-5	-6	-6

Key Metric: Commitment and Dedication

Development Opportunities

Focus: Supporting employees in developing and achieving career objectives

	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
Development Opportunities	--	62	22	17	-1	+3	0	+1
13 Rate your opportunities to achieve your personal career objectives at the University of Minnesota (your campus).	246	57	26	17	-9	0	-3	-2
14 Rate your opportunities for learning and development.	249	71	19	10	-1	+4	+1	+2
25 My manager / supervisor coaches me in my development.	246	57	20	24	+6	+4	0	+1

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
Respect & Recognition	--	75	14	11	+1	+3	+4	+4
15 I am treated with respect as an individual.	250	90	6	4	+3	+4	+6	+7
21 I receive recognition when I do a good job.	246	69	16	15	-4	-1	+4	+4
22 My department demonstrates a commitment to supporting my overall wellbeing.	250	71	15	14	+1	+8	+5	+4
23 Overall, my department demonstrates a strong commitment to diversity and inclusion.	237	71	19	10	+4	+4	+2	+1

Results for Key Metric: Effective Environment




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

	Valid N	 % Fav	 % Neut	 % Unfav	% Favorable Difference			
					2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
Effective Environment	--	70	15	15	+2	+3	+5	+5
16 My job provides me the opportunity to do challenging and interesting work.	244	88	7	5	+6	+7	+7	+7
17 In my work, I am able to make full use of my skills and abilities.	250	74	11	14	0	+1	+7	+7
18 Conditions in my job allow me to be as productive as I can be.	250	68	13	19	0	-1	+8	+8
30 My department proactively identifies and eliminates barriers to getting work done efficiently.	234	48	29	23	-1	+3	-3	-3

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	2014 Same Unit Results	2015 Total Campus	2015 Total University
Authority & Empowerment	--	87		7 7	+7	+2	+6	+6
1 I have enough authority to carry out my job effectively.	249	88		5 8	+5	+4	+6	+6
2 I am encouraged to be innovative to find more effective ways of doing things.	250	86		9 5	+9	+1	+6	+6

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
<u>Clear Expectations and Feedback</u>	--	80	10	11	-1	+3	+4	+4
<u>3</u> I understand the results expected of me in my work.	250	90	5	6	0	+1	+5	+5
<u>5</u> My manager / supervisor provides clear and regular feedback on how well I do my work.	250	70	15	15	-1	+6	+3	+3

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
<u>Collaboration</u>	--	62	23	15	-3	+5	-1	-1
<u>27</u> There is good cooperation and sharing of ideas between my department and other departments.	212	47	34	18	-5	-3	-7	-7
<u>28</u> There is good cooperation and teamwork within my department.	243	77	12	12	0	+13	+6	+6

Key Metric: Effective Environment

Support and Resources

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

	Valid N	Stacked Bar Chart			% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
<u>Support and Resources</u>	--	74	15	11	+2	-1	+5	+6
<u>7</u> I have the resources I need to do my job effectively.	250	78	12	10	+2	0	+7	+8
<u>9</u> I have the information I need to do my job well.	250	82	10	7	+2	-4	+7	+7
<u>10</u> I receive the training I need to handle my present job well.	247	74	16	10	+4	-1	+2	+3
<u>11</u> New employees receive the training they need to do their jobs well.	225	63	23	15	0	+4	+6	+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
Work, Structure, & Process	--	59	21	21	-2	+6	0	0
31 There is an equitable distribution of workload within my department.	222	50	20	30	-4	+6	+1	+1
39 Rate your department on being innovative in how work is done (using new technologies or creative approaches to improve internal effectiveness).	237	67	22	11	0	+5	-2	-2

Survey Follow-Up

	Valid N				% Favorable Difference			
		% Fav	% Neut	% Unfav	2013 Same Unit Results	2014 Same Unit Results	2015 Total Campus	2015 Total University
Survey Follow-Up	--	34	31	34	--	+2	-17	-16
47 The information from this survey will be used constructively.	221	48	33	19	--	0	-1	0
48 I participated in a feedback meeting about the previous survey results.	169	31	14	55	--	+7	-31	-31
49 Action was taken on issues raised in the last survey.	136	24	46	29	--	-1	-17	-16

Align Strategy, E² 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)
 - “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

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