School of Public Health

Welcome to Spring Assembly

May 15, 2014

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2013 Employee Engagement Survey Results for SPH
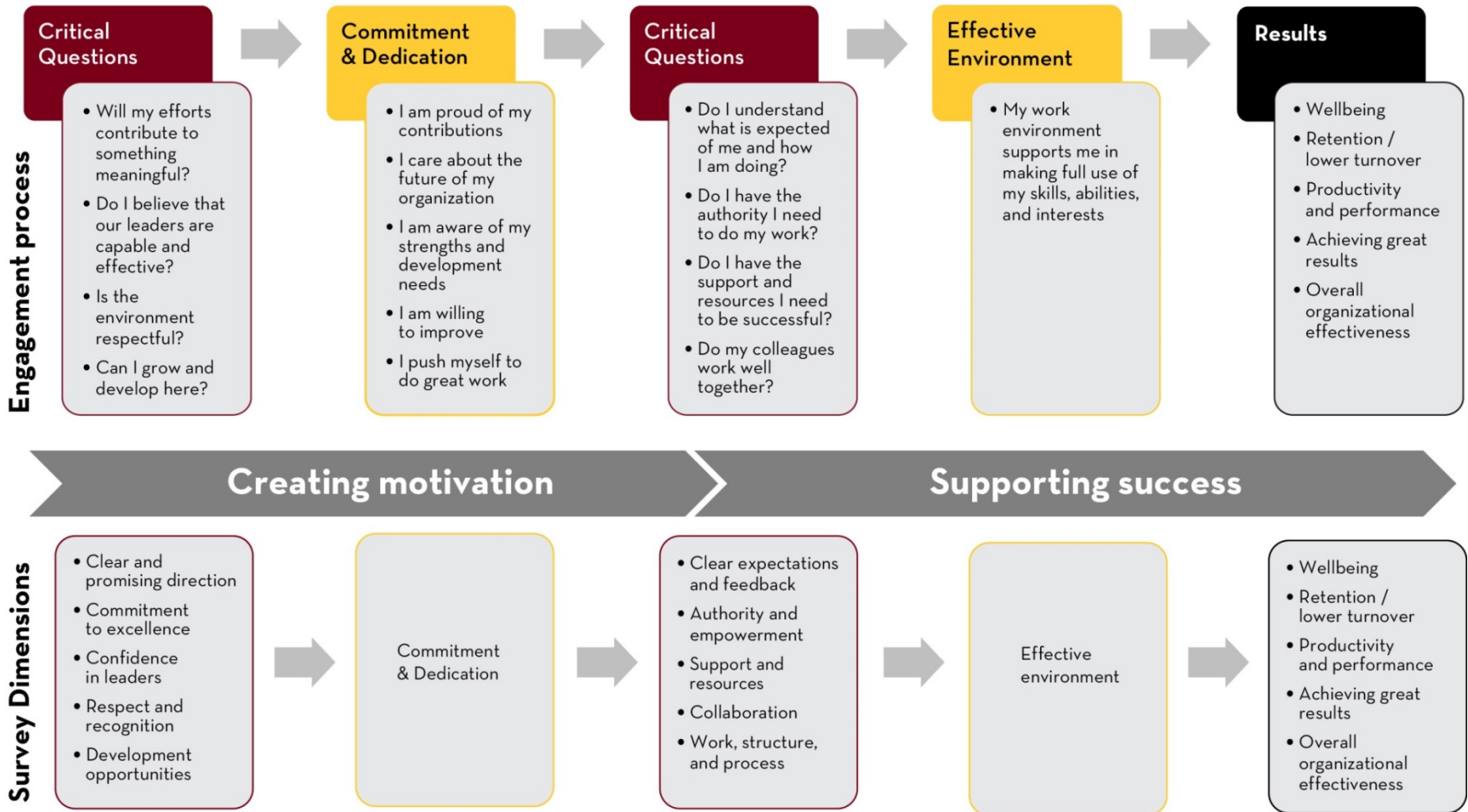
Spring Assembly

May 15, 2014

Survey Administration Summary

When	• October 14th – November 8th, 2013
What	• Separate Faculty and Staff questionnaires • 33 scored questions in each survey • 12 dimensions (2 outcome measures and 10 driver dimensions)
How	• Externally managed by Hay Group to ensure confidentiality
Participation	All benefits-eligible University of Minnesota Faculty and Staff • 2,267 faculty responses (47% participation rate) • In SPH: 72 faculty responses (55% participation rate) • 8,770 staff responses (60% participation rate) • In SPH: 214 staff responses (56% participation rate)

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Employee Engagement Model

Engagement process

Critical Questions
- Will my efforts contribute to something meaningful?
- Do I believe that our leaders are capable and effective?
- Is the environment respectful?
- Can I grow and develop here?

Commitment & Dedication
- I am proud of my contributions
- I care about the future of my organization
- I am aware of my strengths and development needs
- I am willing to improve
- I push myself to do great work

Critical Questions
- Do I understand what is expected of me and how I am doing?
- Do I have the authority I need to do my work?
- Do I have the support and resources I need to be successful?
- Do my colleagues work well together?

Effective Environment
- My work environment supports me in making full use of my skills, abilities, and interests

Results
- Wellbeing
- Retention / lower turnover
- Productivity and performance
- Achieving great results
- Overall organizational effectiveness

Creating motivation → Supporting success

Survey Dimensions

- Clear and promising direction
- Commitment to excellence
- Confidence in leaders
- Respect and recognition
- Development opportunities

Commitment & Dedication

- Clear expectations and feedback
- Authority and empowerment
- Support and resources
- Collaboration
- Work, structure, and process

Effective environment

- Wellbeing
- Retention / lower turnover
- Productivity and performance
- Achieving great results
- Overall organizational effectiveness

How to Understand Your Results

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

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

Favorable = "Strongly Agree" + "Agree" & "Very Good" + "Good"
Neutral = "Neither Agree nor Disagree"
Unfavorable = "Strongly Disagree" + "Disagree" & "Very Poor" + "Poor"

These numbers indicate the order in which questions were asked on the survey.

| | | | | | % Favorable Difference | | |
	Valid N	% Fav	% Neut	% Unfav	Total University	Total Campus	Total College
Clear & Promising Direction	--	60	15	25	+3	+1	+1
1 My department or immediate work group has a strategy and goals that address our most important challenges and opportunities.	52	60	21	19	+3	+2	+2
2 I have the opportunity to set my goals in alignment with the strategic priorities of my college and department.	54	59	9	31	+3	0	0

Absolute scores

These focus on the percentage of faculty or staff responding favorably, unfavorably,
or in a neutral way

Here are some rough guidelines when reviewing survey results on an "absolute" basis

Clear strength	>75% favorable
Moderate strength	65-75% favorable
Warning sign	<60% favorable or >20% unfavorable
Red flag	<50% favorable or >30% unfavorable
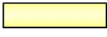
Engagement Survey 2013-14 SPH Faculty Results

SPH Faculty: Summary of Engagement Dimensions

		% Favorable Difference		
	% Fav / % Neut / % Unfav	Total University	Total Campus	Total College_Unit
1 **Commitment and Dedication**	82 / 10 / 8	+9	+7	--
2 **Effective Environment**	66 / 13 / 21	+1	0	--
3 Clear & Promising Direction	64 / 17 / 20	-6	-5	--
4 Confidence in Leaders	59 / 27 / 15	-3	-4	--
5 Commitment to Excellence	78 / 16 / 6	-3	-2	--
6 Authority & Empowerment	77 / 15 / 9	0	0	--
7 Collaboration	72 / 19 / 10	0	+1	--
8 Respect & Recognition	61 / 23 / 17	-6	-7	--
9 Development Opportunities	66 / 18 / 16	+4	+1	--
10 Clear Expectations and Feedback	77 / 9 / 15	+5	+4	--
11 Support and Resources	60 / 18 / 22	-3	-3	--
12 Work, Structure, & Process	41 / 26 / 33	-11	-10	--

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SPH 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	% Fav	% Neut	% Unfav	% Favorable Difference Total University	Total Campus	Total College_Unit
Commitment and Dedication	--	82	10	8	**+9**	**+7**	--
20 I feel motivated to go beyond my formal job responsibilities.	71	83	8	8	+7	+5	--
31 I feel proud to work on my campus of the University of Minnesota.	71	92		7	+11	+10	--
32 I would recommend my campus to peers at other institutions as a great place to work.	70	76	13	11	+8	+6	--
33 Given your choice, how long would you plan to continue working at your campus?	72	78	11	11	+11	+10	--

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SPH 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.

		Valid N	% Fav	% Neut	% Unfav	% Favorable Difference		
						Total University	Total Campus	Total College_Unit
Effective Environment		--	66	13	21	**+1**	**0**	**--**
11	My job provides me the opportunity to do challenging and interesting work.	72	96		9	+5	+4	--
16	In my work, I am able to make full use of my skills and abilities.	72	82	7	11	+6	+5	--
24	My department proactively identifies and eliminates barriers to getting work done efficiently.	69	33	23	43	-6	-6	--
26	Conditions in my job allow me to be as productive as I can be.	71	52	18	30	-1	-2	--

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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), and whether or not the item is a key driver of Dedication and Commitment 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.

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SPH Faculty: Key Strengths

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

Question Number	Question (Dimension)	Key Drivers		Valid N	% Fav	% Neut	% Unfav	% Favorable Difference		
		Commitment and Dedication	Effective Environment					Total University	Total Campus	Total College_Unit
12	I have enough authority to carry out my job effectively. (Authority & Empowerment)		▶	71	90	7	3	+8	+7	--
17	Rate your opportunities to achieve your personal career objectives at your campus (Crookston, Duluth, Morris, Rochester, Twin Cities). (Development Opportunities)	▶	▶	71	80	11	8	+11	+7	--
3	The people in my department are committed to delivering high impact, high quality scholarship. (Commitment to Excellence)			70	90	7	3	+6	+6	--
14	I understand the results expected of me in my work. (Clear Expectations and Feedback)			70	87	7	6	+2	+2	--
18	Rate your opportunities for learning and development. (Development Opportunities)			65	77	18	5	+6	+3	--

"good mentoring by some senior faculty"

"I am rewarded for being independent and self-motivated; sometimes that means working in direction that I believe are innovative rather than easy."

"The system and process of evaluation and feedback on my progress is very clear and well-articulated so I do not feel mystified by the tenure process or my progress toward that goal."

"I work with some outstanding faculty who work well together. I also have an outstanding team of support/research staff."

SPH Faculty: Key Opportunities

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

Question Number	Question (Dimension)	Key Drivers		Valid N	% Fav	% Neut	% Unfav	% Favorable Difference		
		Commitment and Dedication	Effective Environment					Total University	Total Campus	Total College_Unit
25	There is an equitable distribution of workload within my department. (Work, Structure, & Process)			66	32	23	45	-10	-9	--
19	My department offers effective mentoring and coaching to support my development. (Development Opportunities)			67	40	24	36	-7	-8	--
7	Rate your department on being innovative in how work is done (using new technologies or creative approaches to improve internal effectiveness). (Work, Structure, & Process)		▶	70	50	29	21	-12	-11	--
22	I have the resources and support I need to deliver high quality teaching. (Support and Resources)			66	53	18	29	-15	-14	--
1	My department or immediate work group has a strategy and goals that address our most important challenges and opportunities. (Clear & Promising Direction)			69	57	19	25	-12	-11	--

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SPH Faculty: Work, Structure, & Process

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

		Valid N	% Fav	% Neut	% Unfav	% Favorable Difference		
						Total University	Total Campus	Total College_Unit
Work, Structure, & Process		--	41	26	33	**-11**	**-10**	**--**
7	Rate your department on being innovative in how work is done (using new technologies or creative approaches to improve internal effectiveness).	70	50	29	21	-12	-11	--
25	There is an equitable distribution of workload within my department.	66	32	23	45	-10	-9	--

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"More equitable sharing of teaching load within the division."

"More mentoring for faculty career development is needed"

"More teaching support (both in effort allocation and in TA assignment)"

"We spend a lot of time dealing with red tape. Less could be more."

"We need stronger leadership to articulate a mission of excellence and how we will get there at every level – teaching, research, outreach, hiring, national reputation. We also need better communication about process and rationale for decisions at all levels."
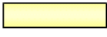
Engagement Survey 2013-14 SPH Staff Results

SPH Staff: Summary of Engagement Dimensions

		% Fav	% Neut	% Unfav	% Favorable Difference		
					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	--

SPH Staff: 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
Commitment and Dedication	--	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	--

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SPH Staff: 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		
					Total University	Total Campus	Total College/Unit
Effective Environment	--	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	--

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SPH Staff: Key Strengths

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

Question Number	Question (Dimension)	Key Drivers		Valid N	% Fav	% Neut	% Unfav	% Favorable Difference		
		Commitment and Dedication	Effective Environment					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	--

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"I have the greatest, most supportive bosses around! They push you to excel at your position, and they are great at setting you up to succeed if you listen to their wisdom. It's more of a mentoring relationship than it being a situation where a boss micromanages your every move."

"I have a demanding job, but my supervisor always encourages me to find a work-life balance, which is one of the most important things to me, and helps me to reach my maximum potential when at work."

"When our group is cooperating, we can do great things."

"I have a great team to work with; very responsive to ideas and suggestions."

SPH Staff: Key Opportunities

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

Question Number	Question (Dimension)	Key Drivers		Valid N	% Fav	% Neut	% Unfav	% Favorable Difference		
		Commitment and Dedication	Effective Environment					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	--

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Respect & Recognition

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

	Valid N	% Fav	% Neut	% Unfav	% Favorable Difference		
					Total University	Total Campus	Total College/Unit
Respect & Recognition	--	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	--

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Collaboration

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

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

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"There are occasional issues with cooperation and teamwork, especially between offices/ departments/division. It would be nice to see a more cooperative atmosphere developed, wherein we all see the benefits of working together."

" I have no idea how I would be able to move up in my career ladder or path."

"Better communication among the different offices/sections/ departments.centers of the SPH and an enhanced environment of collaboration."

"I'm often the last to learn about things."

"More training, newer software, better computers."

Next Steps

Communicating Survey Results

- Share division level results within divisions
- Present school results at Spring Assembly
- Post school results on SPH Intranet under *Human Resources* link
- Form two informal advisory teams (faculty and staff) to help shape next steps on a school level

Facilitating Discussions to Explore and Act on Key Opportunity Areas

Existing Junior Faculty Group & New Associate Professor Group

- Eliminating Barriers
- Being Innovative
- Effective Mentoring & Coaching

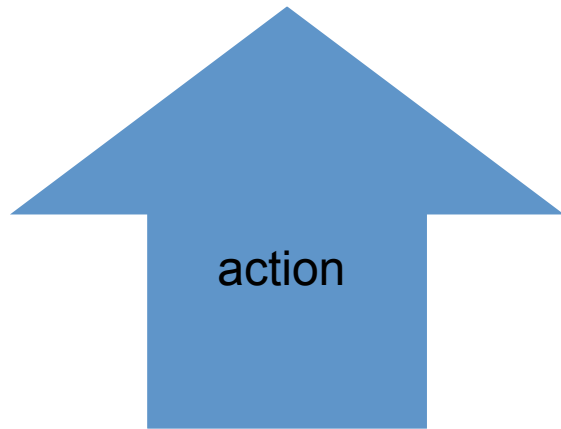## New Supervisory Excellence Group
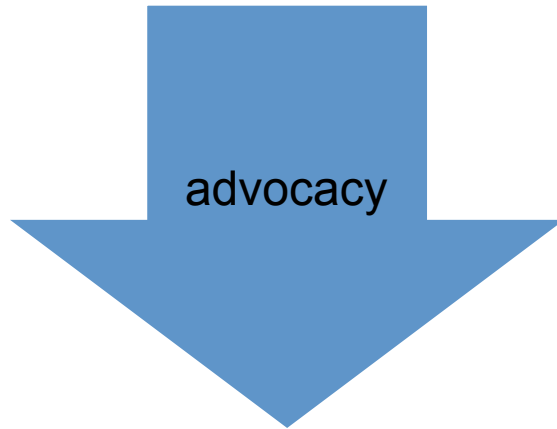
- Eliminating Barriers
- Being Innovative
- Collaborating
- Coaching Development

Identifying and Eliminating Different Types of Barriers

Work group, division, school

University, state, nation

action

advocacy

Demonstrating a Strong Commitment to Diversity and Inclusion

- Coffee with the Dean conversations
- SPH task force advising how to better articulate, prioritize, understand, and support diversity
  - Students
  - Faculty
  - Staff

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