Overview of 2019 Employee Engagement Survey Results: School Level

February 3, 2020

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Shaping a Future of Health

University's Employee Engagement Cycle

The 2019 E2 survey was administered from October 14 through November 1, 2019.

The next E2 survey will be administered in October 2021.

SPH leaders will work with faculty and staff to incorporate this feedback into priorities and action steps and use the intranet to communicate updates.

INPUT

DISCUSSION

ACTION
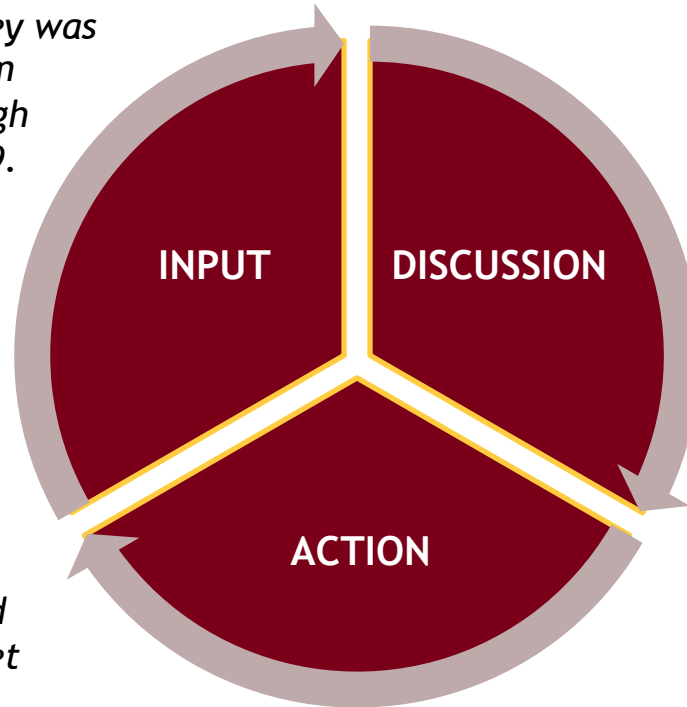
E2 survey results for the school and divisions are being shared on the intranet and in Feedback Meetings in each division from February through April, 2020.

Additional discussions to clarify results, gather additional feedback, and generate/refine ideas for action will take place as needed after those initial meetings.

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Why Employee Engagement Matters

Employee engagement is the extent to which individuals devote time, energy, and effort at work.

The highest levels of engagement result from facing meaningful challenges while also having the support, resources, and confidence needed to address those challenges.

Leadership and Talent Development, Office of Human Resources

See Employee Engagement Overview

The survey tool the University uses measures engagement around two drivers that each have key question areas.

The first one is **Commitment and Dedication** which represents employees' commitment, motivation, and pride for their work and the organization. It is measured through questions grouped around:

- Clear & Promising Direction
- Commitment to Excellence
- Confidence in Leaders
- Development Opportunities
- Respect & Recognition

The second driver, **Effective Environment,** represents conditions that allow employees to be effective in their jobs without barriers to their productivity. It is measured through questions grouped around:
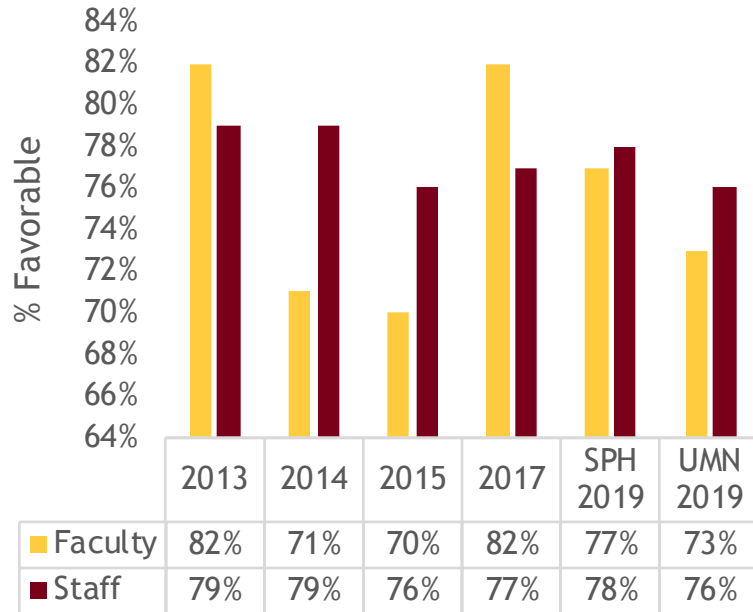
- Authority & Empowerment
- Clear Expectations & Feedback
- Collaboration
- Support & Resources
- Work, Structure & Process
- Survey Follow-up

The University began using this E2 survey format in 2013 and transitioned to a biennial approach in 2015. So we have five surveys worth of data for our school – all available on the [intranet](#).
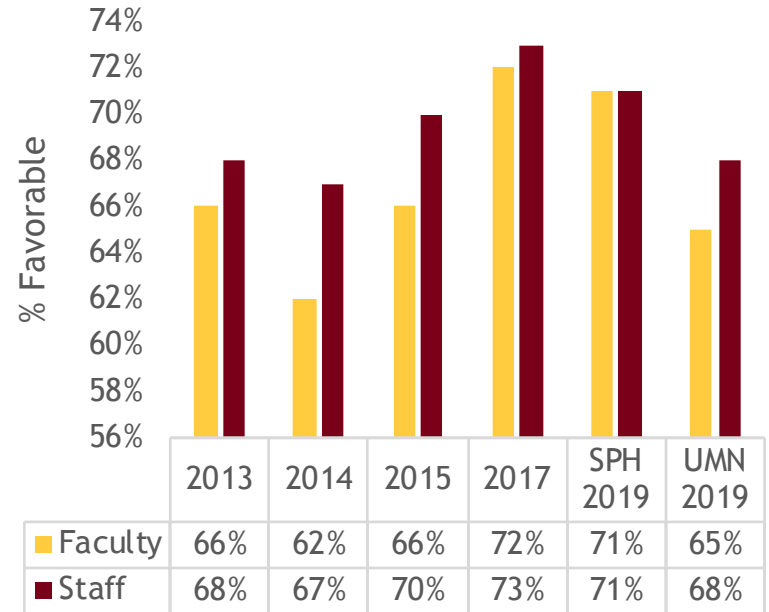
Longitudinal View of SPH Employee Engagement Drivers
(With 2019 University System Results as reference)

Commitment & Dedication

% Favorable

	2013	2014	2015	2017	SPH 2019	UMN 2019
Faculty	82%	71%	70%	82%	77%	73%
Staff	79%	79%	76%	77%	78%	76%

Effective Environment

% Favorable

	2013	2014	2015	2017	SPH 2019	UMN 2019
Faculty	66%	62%	66%	72%	71%	65%
Staff	68%	67%	70%	73%	71%	68%

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In 2019, we had our highest survey response rates for SPH faculty and staff.

	2013	2014	2015	2017	2019
SPH Faculty	53%	67%	62%	77%	85%
U Faculty	47%	52%	56%	62%	64%
SPH Staff	56%	72%	68%	77%	80%
U Staff	60%	68%	70%	74%	78%

109 faculty

245 staff

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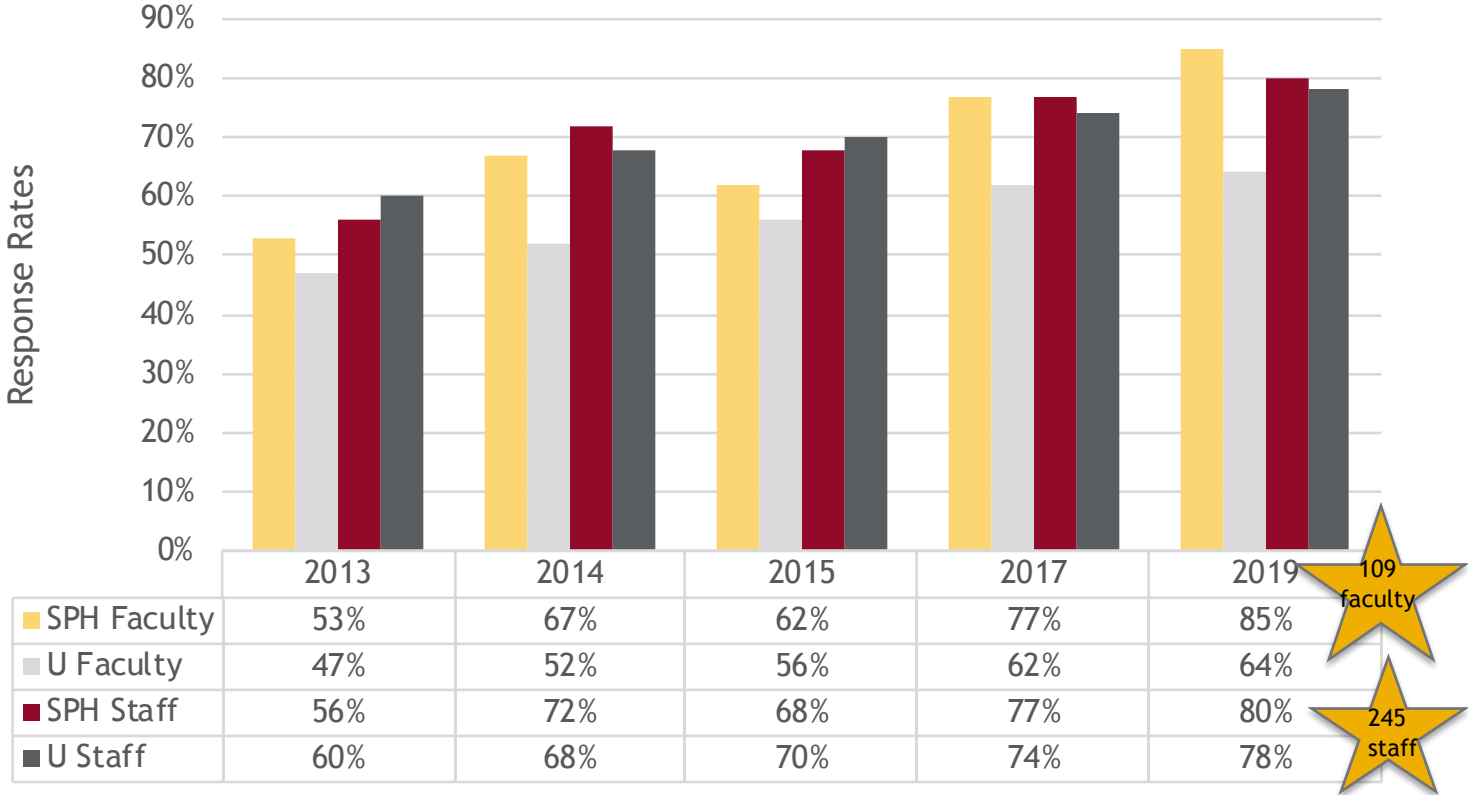
We continue to see our workplace as respectful and are making strides to advance a diverse and inclusive environment.

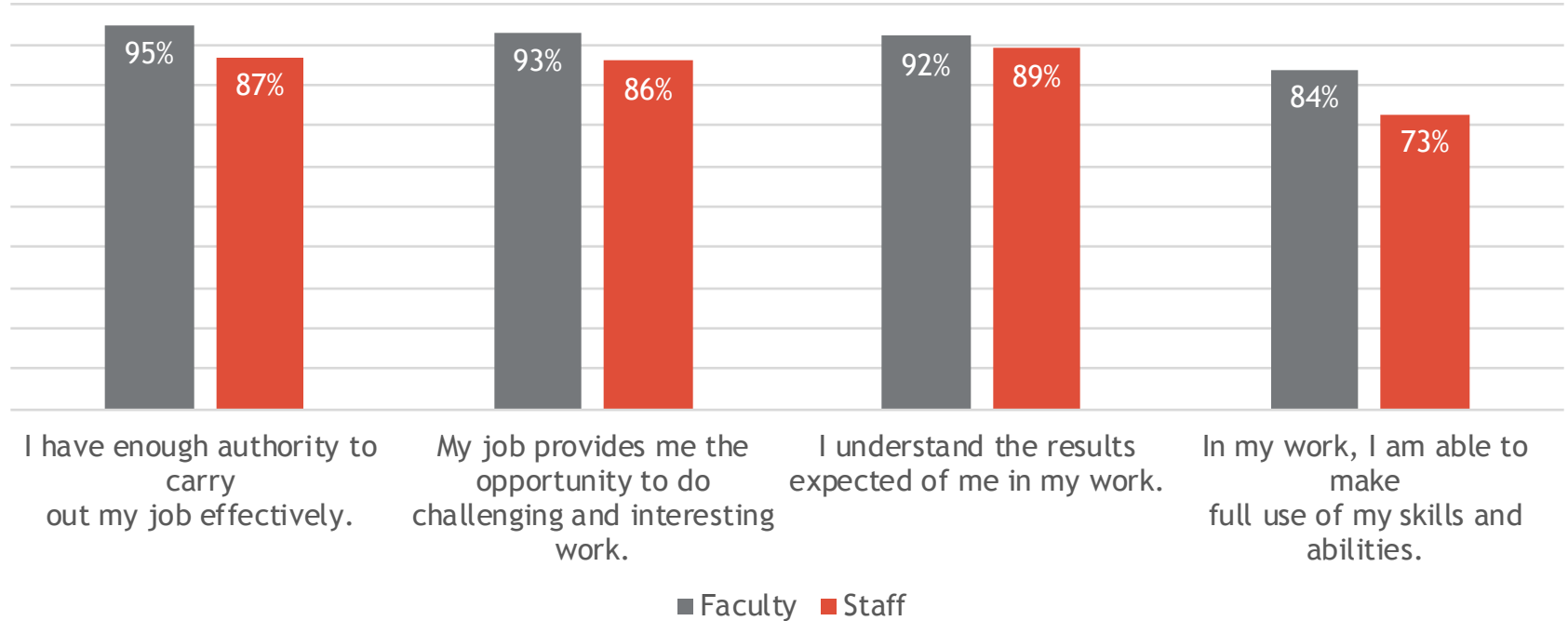Staff: I am treated with respect as an individual.
- 2019: 88%
- 2017: 90%
- 2015: 90%
- 2014: 86%
- 2013: 87%

Faculty: I am treated with respect as an individual.
- 2019: 91%
- 2017: 88%
- 2015: 81%
- 2014: 82%
- 2013: 75%

Staff: Overall, my department demonstrates a stong commitment to diversity and inclusion.
- 2019: 75%
- 2017: 74%
- 2015: 71%
- 2014: 67%
- 2013: 67%

Faculty: Overall, my department demonstrates a stong commitment to diversity and inclusion.
- 2019: 74%
- 2017: 77%
- 2015: 52%
- 2014: 49%
- 2013: 56%

Legend: 2019, 2017, 2015, 2014, 2013

We feel confident and appropriately challenged in our work.

	I have enough authority to carry out my job effectively.	My job provides me the opportunity to do challenging and interesting work.	I understand the results expected of me in my work.	In my work, I am able to make full use of my skills and abilities.
Faculty	95%	93%	92%	84%
Staff	87%	86%	89%	73%

■ Faculty ■ Staff

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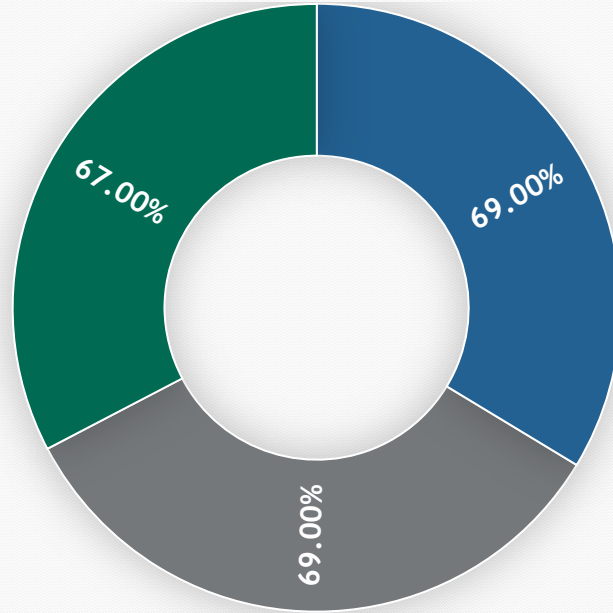# We value colleagues in our own units and recognize their hard work to deliver our tri-partite mission and provide quality services.
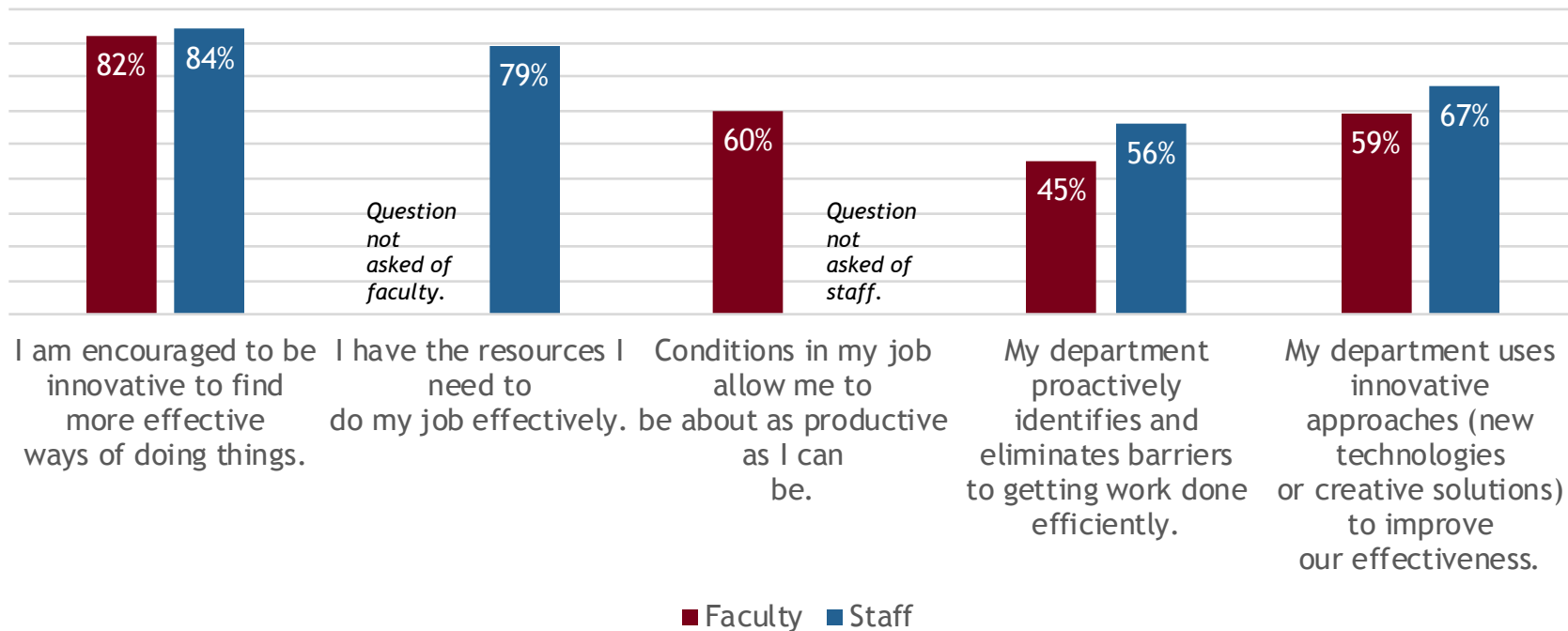

95% — The people in my department are committed to delivering high impact, high quality scholarship.

Question not asked of staff

79% — My department is committed to providing high quality customer support (i.e., responsiveness, flexibility, turnaround).

Question not asked of faculty

91% / 89% — The people in my department are committed to delivering high quality services.

86% — My department is committed to high quality student support (seeking to understand and meet students' needs and requirements).

Question not asked of staff

Faculty   Staff

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There is room for improvement in supporting faculty in mission-related work.

% Favorable Resposes

- **67.00%**
- **69.00%** (blue)
- **69.00%** (gray)

Legend:
- I have the resources and support I need to pursue my scholarly interests.
- I have the resources and support I need to deliver high quality teaching.
- I have the resources and support I need to deliver high quality service.

While faculty and staff alike feel <u>individually</u> supported to be innovative, faculty especially would like to see more efficiencies and, to some extent, innovation in the way their units operate.

	Faculty	Staff
I am encouraged to be innovative to find more effective ways of doing things.	82%	84%
I have the resources I need to do my job effectively.	*Question not asked of faculty.*	79%
Conditions in my job allow me to be about as productive as I can be.	60%	*Question not asked of staff.*
My department proactively identifies and eliminates barriers to getting work done efficiently.	45%	56%
My department uses innovative approaches (new technologies or creative solutions) to improve our effectiveness.	59%	67%

■ Faculty ■ Staff

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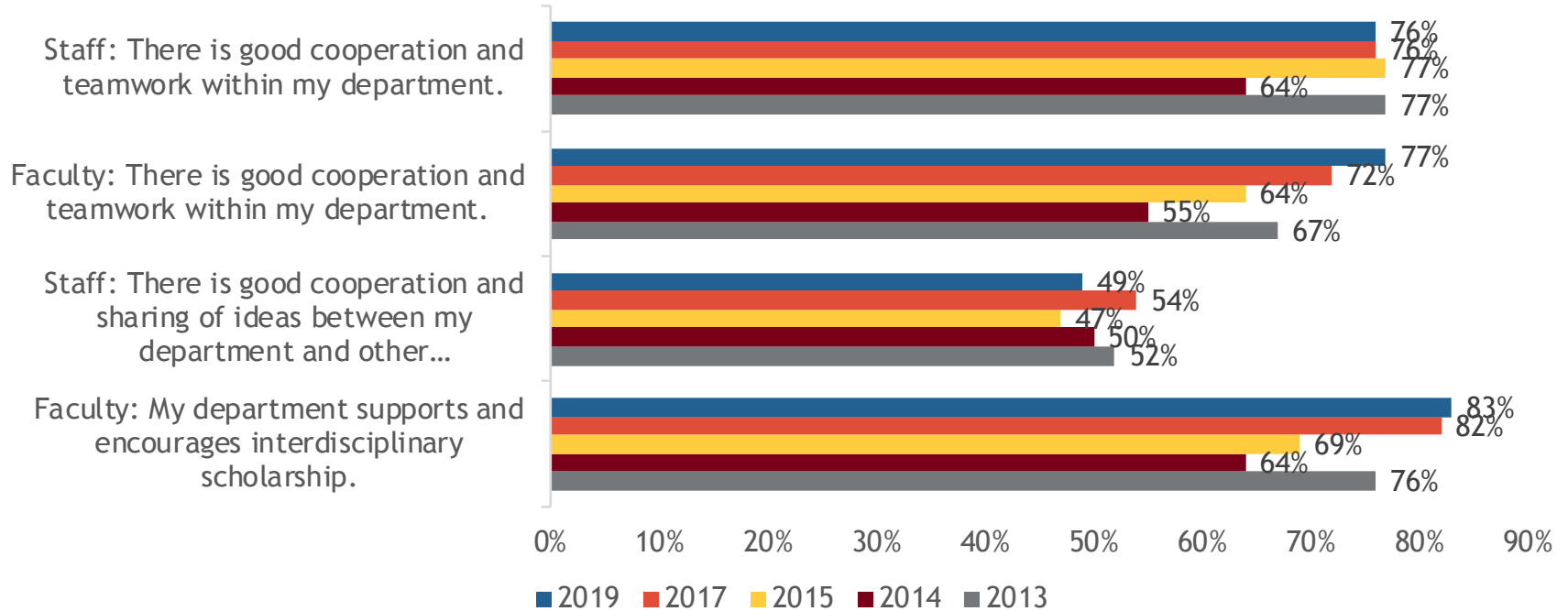UNIVERSITY OF MINNESOTA

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Also, faculty and staff perceptions of inequitable distributions of workloads persist.

Favorable Responses: Equitable Distribution of Workload within Department
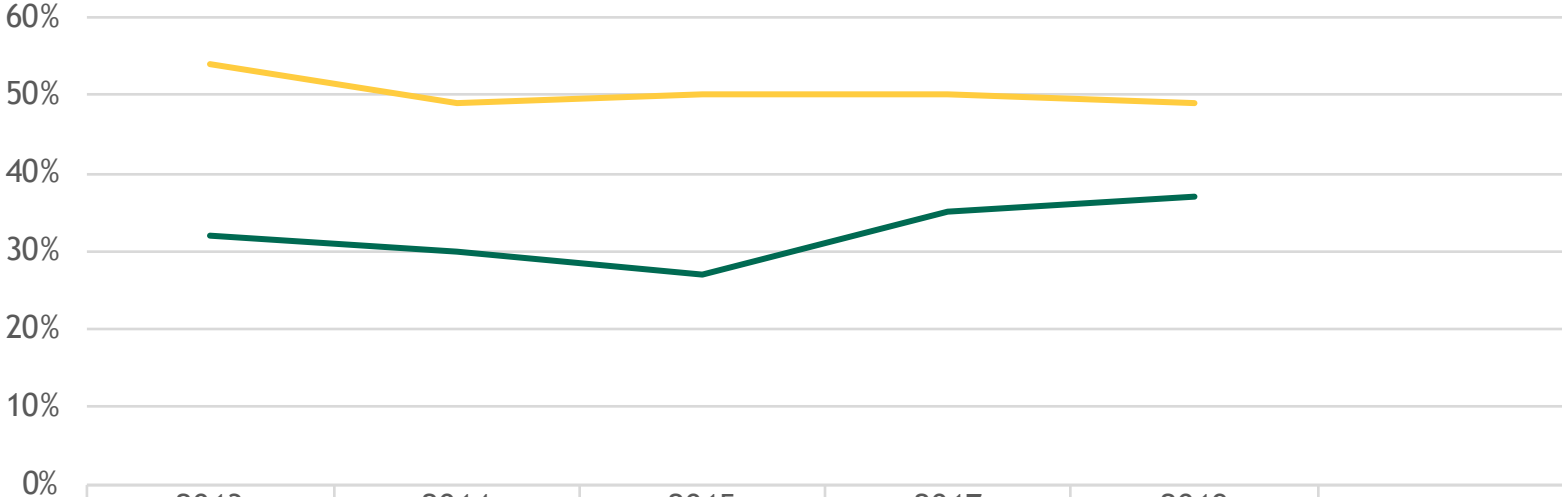
	2013	2014	2015	2017	2019	
Faculty	32%	30%	27%	35%	37%	
Staff	54%	49%	50%	50%	49%	

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While we continue to have strong cooperative spirit within units and faculty have a high sense of support of interdisciplinary work, collaboration across the school remains low from a staff viewpoint.


Staff: There is good cooperation and teamwork within my department.
- 2019: 76%
- 2017: 76%
- 2015: 77%
- 2014: 64%
- 2013: 77%

Faculty: There is good cooperation and teamwork within my department.
- 2019: 77%
- 2017: 72%
- 2015: 64%
- 2014: 55%
- 2013: 67%

Staff: There is good cooperation and sharing of ideas between my department and other...
- 2019: 49%
- 2017: 54%
- 2015: 47%
- 2014: 50%
- 2013: 52%

Faculty: My department supports and encourages interdisciplinary scholarship.
- 2019: 83%
- 2017: 82%
- 2015: 69%
- 2014: 64%
- 2013: 76%

Legend: 2019, 2017, 2015, 2014, 2013

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While most faculty report receiving quality feedback, there is room for improvement in providing feedback, mentoring, and support of their overall wellbeing.

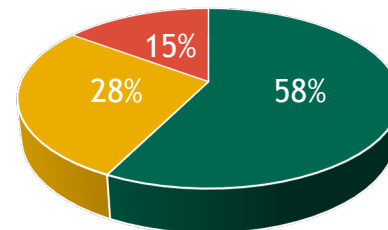I receive clear and regular feedback on how well I do my work.
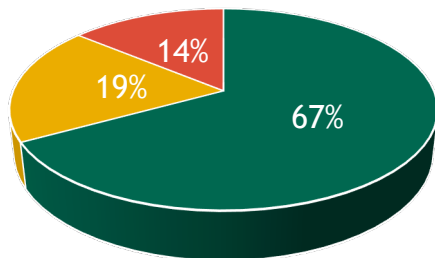
My department offers effective mentoring and coaching to support my development.
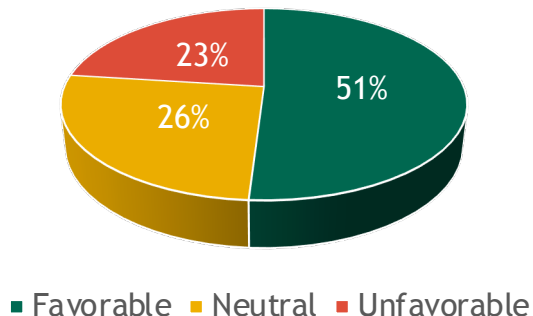
My department demonstrates a commitment to supporting my overall wellbeing.
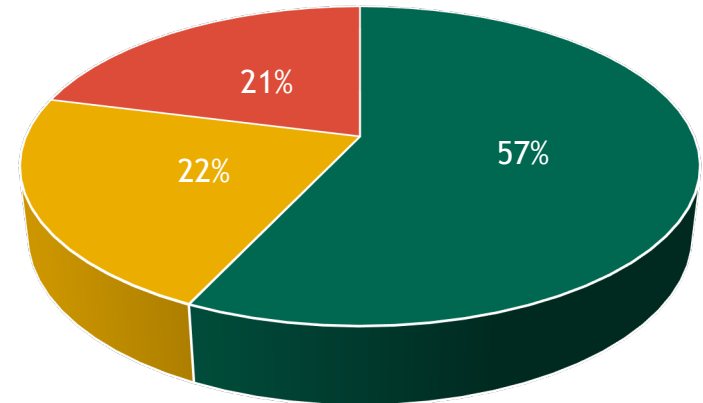
Most staff similarly report receiving regular feedback but many lack coaching from their supervisors.

I receive clear and regular feedback on how well I do my work.

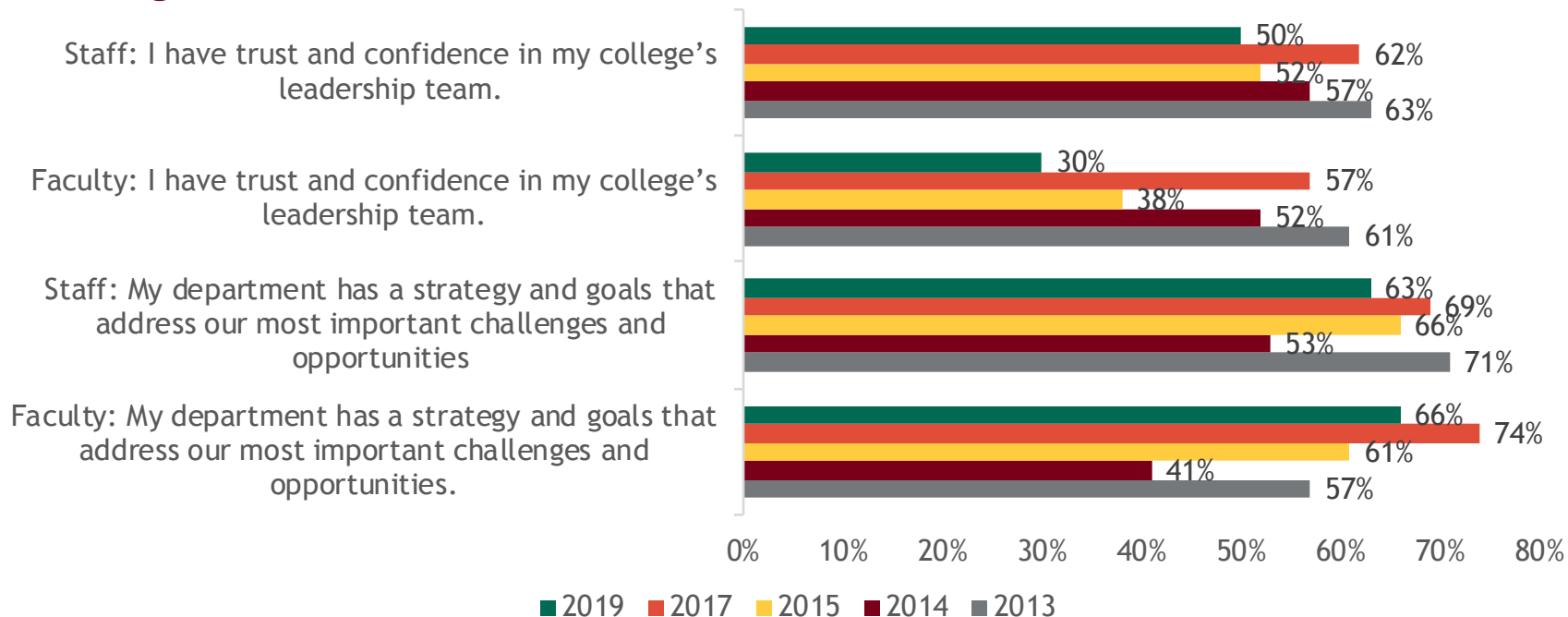- Favorable - Neutral - Unfavorable

69%
13%
17%
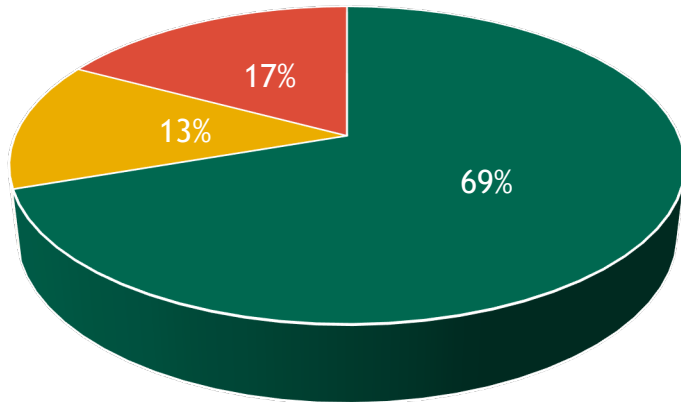
My manger/supervisor coaches me in my development.

- Favorable - Neutral - Unfavorable

57%
22%
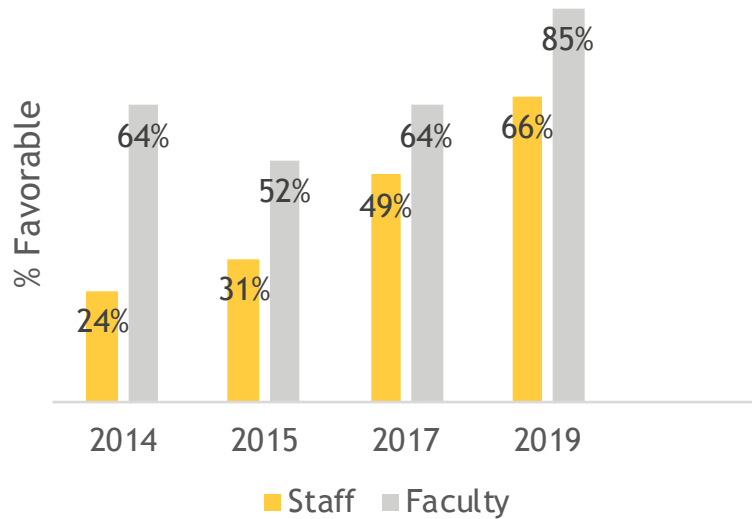21%

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The survey shows that SPH leaders must work even closer with faculty and staff to set strategies, communicate, and build greater trust.

Staff: I have trust and confidence in my college's leadership team.
- 2019: 50%
- 2017: 62%
- 2015: 52%
- 2014: 57%
- 2013: 63%

Faculty: I have trust and confidence in my college's leadership team.
- 2019: 30%
- 2017: 57%
- 2015: 38%
- 2014: 52%
- 2013: 61%

Staff: My department has a strategy and goals that address our most important challenges and opportunities
- 2019: 63%
- 2017: 69%
- 2015: 66%
- 2014: 53%
- 2013: 71%

Faculty: My department has a strategy and goals that address our most important challenges and opportunities.
- 2019: 66%
- 2017: 74%
- 2015: 61%
- 2014: 41%
- 2013: 57%

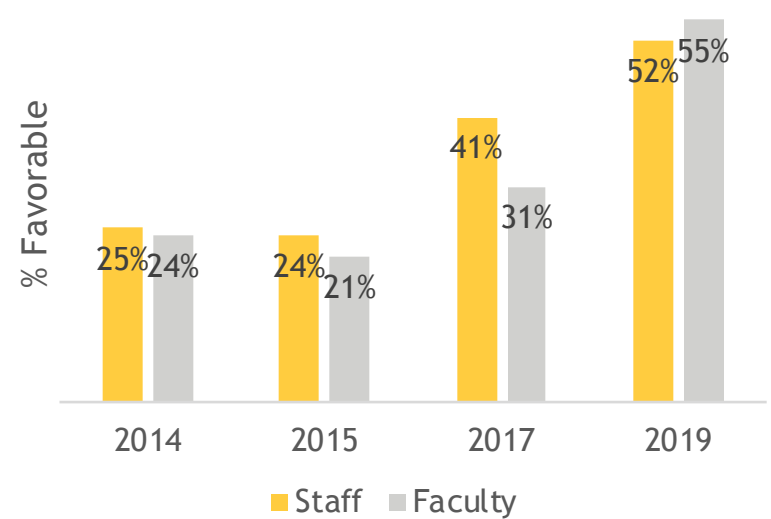Legend: ■ 2019 ■ 2017 ■ 2015 ■ 2014 ■ 2013

We have increased participation in survey feedback sessions and are making modest strides in acting and communicating about those responsive actions.

Participation in Feedback Meeting about Survey Results

% Favorable

	2014	2015	2017	2019
Staff	24%	31%	49%	66%
Faculty	64%	52%	64%	85%

■ Staff ■ Faculty

Action was Taken on Issues Raised in Last Survey

% Favorable

	2014	2015	2017	2019
Staff	25%	24%	41%	52%
Faculty	24%	21%	31%	55%

■ Staff ■ Faculty

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Please Join the Feedback Session in Your Division to Discuss Division Survey Results and Ideas for Action

Biostatistics
- Faculty: Tuesday, March 31 (tentative)
- Staff: Friday, March 27 (tentative)

EpiCH
- Faculty Executive Committee: Friday, February 21
- Faculty and Staff: Thursday, April 23 (tentative)

EnHS
- Faculty: Thursday, February 27
- Staff: Wednesday, March 18

HPM
- Faculty: Friday, February 14
- Staff: Wednesday, February 19

School-Wide Units
- Staff: Wednesday, March 4

Small Steps We All Can Take to Create a More Engaging Environment

1. Supervisors and employees can meet regularly to talk about the employee's work.
2. Supervisors can provide and employees can request ongoing feedback and coaching.
3. We can take an interest in our colleagues wellbeing and talk with them about their life outside of work.
4. Employees can set professional development goals and seek support to meet these goals from their supervisors throughout the year.
5. As work groups, we can talk about how our work connects with the University's mission and our work group's mission and annual goals.
6. Leaders, managers, and governance representatives can share important information from leadership in one-on-one and group meetings and electronically.
7. We can share ideas for workplace efficiencies with our managers and leaders.
8. We can recognize the accomplishments of our direct reports and peers informally and through SPH Staff SPOT awards and annual school award nominations.

Thank you for taking the 2019 E2 survey!

How can we do even better in creating the conditions that foster employee engagement?

Share your ideas at a division feedback session. Also feel free to email comments and ideas to*: sphdean@umn.edu*

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