UNIVERSITY OF MINNESOTA
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KORN FERRY

# 2023 Employee Engagement Survey Results (Staff)

### *January 25, 2024*

**Report for: Timothy Beebe**

Faculty or Staff
Staff

Commitment
&
Dedication

EMPLOYEE ENGAGEMENT AT THE U
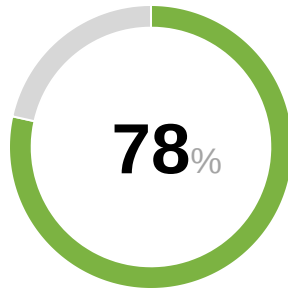
Effective
Work
Environment

**Confidentiality and responsible use of data:**

- Data is gathered by a vendor partner to ensure confidentiality.
- Leaders, supervisors, managers, and directors should share and take action on their data where five or more faculty or staff have responded to their respective surveys.
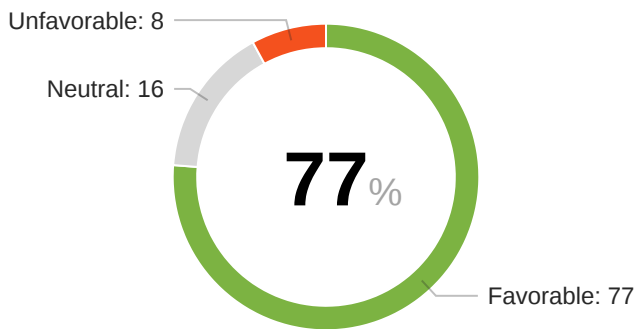
# Your Team's Response Rate
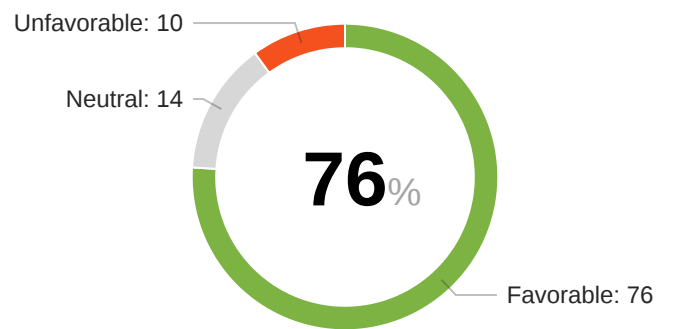### *(Includes both Faculty and Staff, if applicable)*

**78**%

Responses
317 of 404

## Commitment & Dedication

Unfavorable: 8
Neutral: 16

**77**%

Favorable: 77

| Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|---|---|---|
| -1 | -1 | +2 |

## Effective Environment

Unfavorable: 10
Neutral: 14

**76**%

Favorable: 76

| Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|---|---|---|
| +6 | +5 | +3 |

# Employee Engagement Profile

The two key metrics of *Commitment & Dedication* and *Effective Environment* do not always go hand in hand. The Engagement Profile identifies four distinct groups of employees in organizations, characterized by differing levels of motivation and support. This profile is generated from eight survey items which are shown on the Key Metrics tab. There are four items for Commitment and Dedication and four items for Effective Environment.

**ENGAGED:** Motivation to contribute is matched with strong ability to be successful, and employees are likely to be high achievers.

**FRUSTRATED:** Commitment & Dedication is high but employees are held back by roles that do not suit them or work environments that get in their way, and organizations are not leveraging their full potential.

**DETACHED:** Roles suit employees reasonably well and they are in work environments that are broadly supportive, but their levels of engagement with organizational objectives and task requirements are insufficient to make them optimally effective.

**DISENGAGED:** Both Commitment & Dedication and Effective Environment are lacking, and employees are likely to struggle in their job roles.

## Your Team's Profile

317 Responses

| | | | |
|---|---|---|---|
| 64% | 11% | 9% | 15% |
| Engaged | Frustrated | Detached | Disengaged |
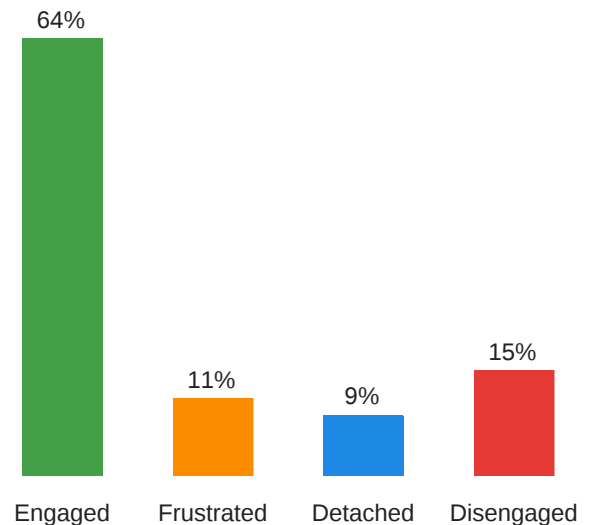
# KEY METRIC: Commitment & Dedication

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|---|---|---|---|---|---|
| COMMITMENT & DEDICATION | | 77% 16% 8% | -1 | -1 | +2 |
| I feel motivated to go beyond my formal job responsibilities. | 316 | 74% 16% | +2 | +1 | +3 |
| I feel proud to work for the University of Minnesota. | 317 | 86% 12% | -3 | -1 | +1 |
| I would recommend the University to family and friends as a place to work. | 317 | 85% 13% | -1 | 0 | +3 |
| Given your choice, how long would you plan to continue working for the University of Minnesota? | 316 | 62% 21% 17% | 0 | -3 | +1 |

# KEY METRIC: Effective Environment

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|--------------|----------------|----------------|----------------|
| EFFECTIVE ENVIRONMENT | | 76% 14% | +6 | +5 | +3 |
| My job provides me the opportunity to do challenging and interesting work. | 315 | 90% | +3 | +4 | +4 |
| In my work, I am able to make full use of my skills and abilities. | 317 | 77% 12% 12% | +4 | +4 | +2 |
| Conditions in my job allow me to be about as productive as I can be. | 316 | 77% 11% 11% | +6 | +7 | +7 |
| My department proactively identifies and eliminates barriers to getting work done efficiently. | 317 | 62% 26% 12% | +13 | +6 | 0 |

# Driver Summary

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|---|---|---|---|---|---|
| Clear & Promising Direction | | 75% 18% | +8 | +10 | +2 |
| Commitment to Excellence | | 90% 8% | +10 | +6 | +2 |
| Confidence in Leaders | | 77% 14% 9% | +5 | +12 | +2 |
| Development Opportunities | | 70% 19% 11% | +4 | +2 | -1 |
| Respect & Recognition | | 84% 11% | +7 | +6 | +4 |
| Authority & Empowerment | | 87% 9% | +2 | +1 | +2 |
| Clear Expectations and Feedback | | 82% 10% 8% | +2 | +3 | 0 |
| Collaboration | | 65% 22% 13% | +9 | +1 | -5 |
| Support and Resources | | 74% 15% 11% | +4 | +1 | +1 |
| Work, Structure, & Process | | 64% 20% 16% | +11 | +6 | 0 |
| Survey Follow-Up | | 42% 40% 17% | 0 | -16 | -7 |

# Questions by Driver

## Clear & Promising Direction

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|--------------|----------------|----------------|----------------|
| Clear & Promising Direction | | 75% 18% | +8 | +10 | +2 |
| I understand what I can do to support my department's strategy and goals. | 317 | 80% 14% | +9 | +13 | 0 |
| My department has a strategy and goals that address our most important challenges and opportunities. | 317 | 71% 22% | +7 | +8 | +3 |

## Commitment to Excellence
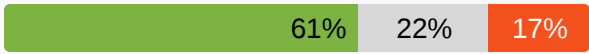
| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|--------------|----------------|----------------|----------------|
| Commitment to Excellence | | 90% 8% | +10 | +6 | +2 |
| My department is committed to providing high quality customer support (i.e., responsiveness, flex... | 316 | 87% 10% | +14 | +8 | +1 |
| The people in my department are committed to delivering high quality services. | 317 | 93% | +6 | +5 | +4 |

## Confidence in Leaders

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|--------------|----------------|----------------|----------------|
| Confidence in Leaders | | 77% 14% 9% | +5 | +12 | +2 |
| I have trust and confidence in my college's leadership team. | 314 | 70% 19% 10% | +8 | +21 | +6 |
| There is open and honest communication between me and my manager/supervisor. | 316 | 84% 9% | +2 | +4 | -1 |

# Questions by Driver (cont.)

## Development Opportunities

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|---|---|---|---|---|---|
| Development Opportunities | | 70% 19% 11% | +4 | +2 | -1 |
| I have good opportunities for learning and development. | 316 | 77% 15% 9% | +6 | +3 | 0 |
| My manager/supervisor coaches me in my development. | 317 | 61% 22% 17% | +4 | +4 | -5 |
| I have opportunities to achieve my personal career objectives at my campus (Crookston, Duluth, Mo... | 317 | 73% 20% | +1 | -2 | +1 |

## Respect & Recognition

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|---|---|---|---|---|---|
| Respect & Recognition | | 84% 11% | +7 | +6 | +4 |
| I am treated with respect as an individual. | 316 | 90% | +3 | +2 | +3 |
| I receive recognition when I do a good job. | 317 | 77% 14% 9% | +8 | +7 | +5 |
| My department demonstrates a commitment to supporting my overall wellbeing. | 317 | 85% 10% | +8 | +8 | +5 |
| Overall, my department demonstrates a strong commitment to diversity and inclusion. | 317 | 84% 13% | +10 | +9 | +3 |

## Authority & Empowerment

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|-------------|----------------|----------------|----------------|
| Authority & Empowerment | | 87% 9% | +2 | +1 | +2 |
| I have enough authority to carry out my job effectively. | 316 | 89% | +5 | +1 | +4 |
| I am encouraged to be innovative to find more effective ways of doing things. | 315 | 85% 10% | -1 | +1 | +1 |

## Clear Expectations and Feedback

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|-------------|----------------|----------------|----------------|
| Clear Expectations and Feedback | | 82% 10% 8% | +2 | +3 | 0 |
| I understand the results expected of me in my work. | 317 | 90% | +3 | +1 | +2 |
| My manager/supervisor provides clear and regular feedback on how well I do my work. | 317 | 74% 14% 12% | +2 | +4 | -3 |

## Collaboration

| Name | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|-------------|----------------|----------------|----------------|
| Collaboration | | 65% 22% 13% | +9 | +1 | -5 |
| There is good cooperation and sharing of ideas between my department and other departments. | 317 | 47% 32% 21% | +4 | -2 | -12 |
| There is good cooperation and teamwork within my department. | 317 | 83% 11% | +14 | +6 | +3 |

# Questions by Driver (cont.)
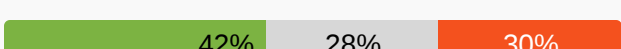
## Support and Resources

| Name | Responses | Distribution | | | | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|------|------|------|------|------|------|------|
| Support and Resources | | 74% | 15% | 11% | | +4 | +1 | +1 |
| I have the resources I need to do my job effectively. | 317 | 80% | 11% | 9% | | +5 | +1 | +7 |
| I have the information I need to do my job well. | 316 | 85% | 8% | 8% | | +4 | +3 | +3 |
| I receive the training I need to handle my present job well. | 316 | 75% | 14% | 11% | | +2 | -1 | -2 |
| The training that new employees receive in my department is effective. | 314 | 55% | 28% | 17% | | +6 | +2 | -3 |

## Work, Structure, & Process

| Name | Responses | Distribution | | | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|------|------|------|------|------|------|
| Work, Structure, & Process | | 64% | 20% | 16% | +11 | +6 | 0 |
| My department uses innovative approaches (new technologies or creative solutions) to improve our... | 314 | 69% | 20% | 11% | +10 | +2 | -2 |
| There is an equitable distribution of workload within my department. | 317 | 59% | 21% | 20% | +13 | +10 | +2 |

## Survey Follow-Up

| Name | Responses | Distribution | | | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|------|-----------|------|------|------|------|------|------|
| Survey Follow-Up | | 42% | 40% | 17% | 0 | -16 | -7 |
| Action was taken on issues raised in the last survey. | 311 | 28% | 62% | 10% | 0 | -24 | -9 |
| I participated in a feedback meeting about the previous survey results. | 313 | 42% | 28% | 30% | -2 | -23 | -11 |

| | | | | | |
|---|---|---|---|---|---|
| The information from this survey will be used constructively. | 315 | 56% 31% 13% | +1 | 0 | -1 |
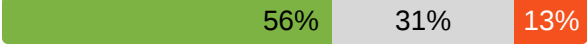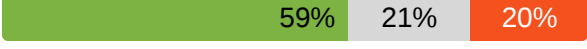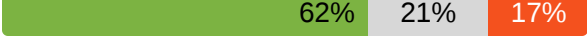
## Top Ten Most Favorable

| Question | Responses | Distribution | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|---|---|---|---|---|---|
| The people in my department are committed to delivering high quality services. | 317 | 93% | +6 | +5 | +4 |
| I understand the results expected of me in my work. | 317 | 90% | +3 | +1 | +2 |
| I am treated with respect as an individual. | 316 | 90% | +3 | +2 | +3 |
| My job provides me the opportunity to do challenging and interesting work. | 315 | 90% | +3 | +4 | +4 |
| I have enough authority to carry out my job effectively. | 316 | 89% | +5 | +1 | +4 |
| My department is committed to providing high quality customer support (i.e., responsiveness, flex... | 316 | 87% 10% | +14 | +8 | +1 |
| I feel proud to work for the University of Minnesota. | 317 | 86% 12% | -3 | -1 | +1 |
| I am encouraged to be innovative to find more effective ways of doing things. | 315 | 85% 10% | -1 | +1 | +1 |
| I would recommend the University to family and friends as a place to work. | 317 | 85% 13% | -1 | 0 | +3 |
| I have the information I need to do my job well. | 316 | 85% 8% 8% | +4 | +3 | +3 |

# Top Ten Least Favorable

| Question | Responses | Distribution | | | Same Unit 2021 | Same Unit 2019 | Total UM Staff |
|---|---|---|---|---|---|---|---|
| Action was taken on issues raised in the last survey. | 311 | 28% | 62% | 10% | 0 | -24 | -9 |
| I participated in a feedback meeting about the previous survey results. | 313 | 42% | 28% | 30% | -2 | -23 | -11 |
| There is good cooperation and sharing of ideas between my department and other departments. | 317 | 47% | 32% | 21% | +4 | -2 | -12 |
| The training that new employees receive in my department is effective. | 314 | 55% | 28% | 17% | +6 | +2 | -3 |
| The information from this survey will be used constructively. | 315 | 56% | 31% | 13% | +1 | 0 | -1 |
| There is an equitable distribution of workload within my department. | 317 | 59% | 21% | 20% | +13 | +10 | +2 |
| My manager/supervisor coaches me in my development. | 317 | 61% | 22% | 17% | +4 | +4 | -5 |
| My department proactively identifies and eliminates barriers to getting work done efficiently. | 317 | 62% | 26% | 12% | +13 | +6 | 0 |
| Given your choice, how long would you plan to continue working for the University of Minnesota? | 316 | 62% | 21% | 17% | 0 | -3 | +1 |
| My department uses innovative approaches (new technologies or creative solutions) to improve our... | 314 | 69% | 20% | 11% | +10 | +2 | -2 |

# Self-Selected Comment Themes

## What is one thing that has been done to help you to be more successful in your work?

| Theme | Value |
|---|---|
| Work-Life Balance | 69 |
| Leadership and Direction | 30 |
| Operating Efficiency | 26 |
| Supervision | 25 |
| Training and Development | 25 |
| Cooperation and Teamwork | 22 |
| Communication | 17 |
| Pay and Benefits | 9 |
| Other | 8 |
| Performance Management | 3 |
| Quality and Customer Focus | 2 |
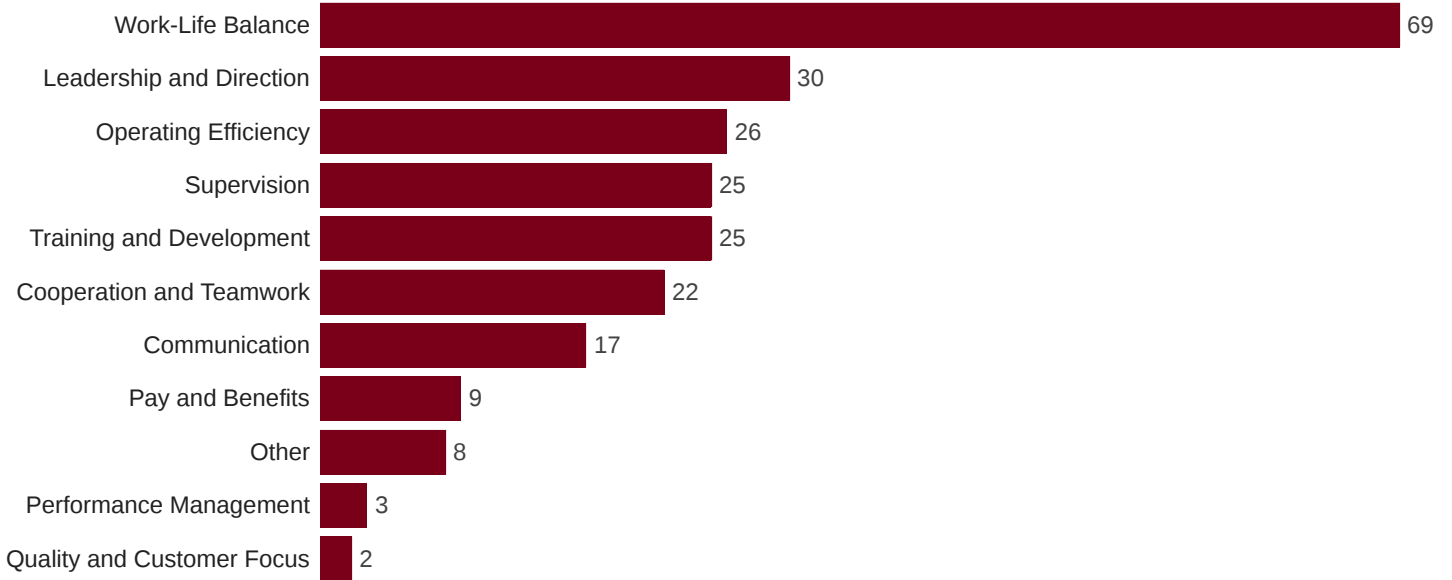
## What one thing, if changed, would enable you to be more successful in your work?

| Theme | Value |
|---|---|
| Leadership and Direction | 46 |
| Operating Efficiency | 41 |
| Pay and Benefits | 26 |
| Training and Development | 21 |
| Other | 18 |
| Cooperation and Teamwork | 18 |
| Work-Life Balance | 16 |
| Communication | 12 |
| Performance Management | 7 |
| Supervision | 7 |
| Quality and Customer Focus | 3 |