

Employee Engagement Survey: Overview of University-Wide Results

Extraordinary Commitment and Dedication to Excellence

Board of Regents Faculty and Staff Affairs Committee

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February 13, 2014

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Strategic Direction for OHR

- **Mission:** The Office of Human Resources strategically leads and partners with our community to provide the diverse workforce and organizational capabilities that drive excellence in the University.
- **Vision:** Create the diverse workplace of the future where people are engaged, connected, thriving, and achieving.
- **Values:** Integrity, service, innovation, collaboration, and responsibility.

Strategic Imperatives

- **Define**
 - Re-imagined, integrated OHR portfolio of services
 - Well-articulated partnership between central OHR and HR work in colleges, units, and campuses in which roles and responsibilities are clear and understood
 - Leader in providing HR professional skills and practice, and encouraging best practices in HR systems and service delivery
- **Simplify**
 - Simplified employment policies and administrative procedures
 - Streamlined employment processes and management
- **Empower**
 - Leaders and managers to make strategic decisions about talent
 - Employees to optimize their employment experience
 - Human resource professionals to be proactive, responsible, and responsive
- **Deliver**
 - Excellent, high quality service in core OHR business functions
 - Improved business processes that support talent management
 - Strategic organizational development advice and practice

OHR Strategic Dashboard: Culture/Employee Engagement (Empower)

Goal: Develop and implement a comprehensive employee engagement strategy that defines and shapes the connection to and satisfaction of employees at all levels of the University of Minnesota system.

What We Will Cover Today

- What engagement research and experience tell us
- Employee Engagement (E²) survey goals
- Strong University-wide results
- Sample action planning case study
- Next steps
- Discussion

What Engagement Research and Experience Tell Us

- **What sets great organizations apart?** Dedication and commitment to collective excellence and wellbeing
- **Why is it important?** The degree to which employee engagement is present profoundly shapes the quality of experiences and outcomes in the workplace.
 - Recruiting, retaining, and developing top talent
 - Resilience and wellbeing
 - Collaboration and innovation
 - Sustaining a high level of performance

The University's Engagement Strategy

Strategy: Provide tools to help our campuses, colleges, and departments address local workplace factors that enable research, teaching, service, and wellbeing.

- Developed in consultation with deans, chancellors, vice-presidents, faculty and staff leaders, governance groups, and a faculty advisory committee.
- Used a combination of validated items from Hay Group and customized items informed by the faculty advisory committee.
- Aligned with U of M published research on drivers of research-productive departments (*Bland, Weber-Main, Lund, & Finstad, 2005*).

Engagement Process and Timeline

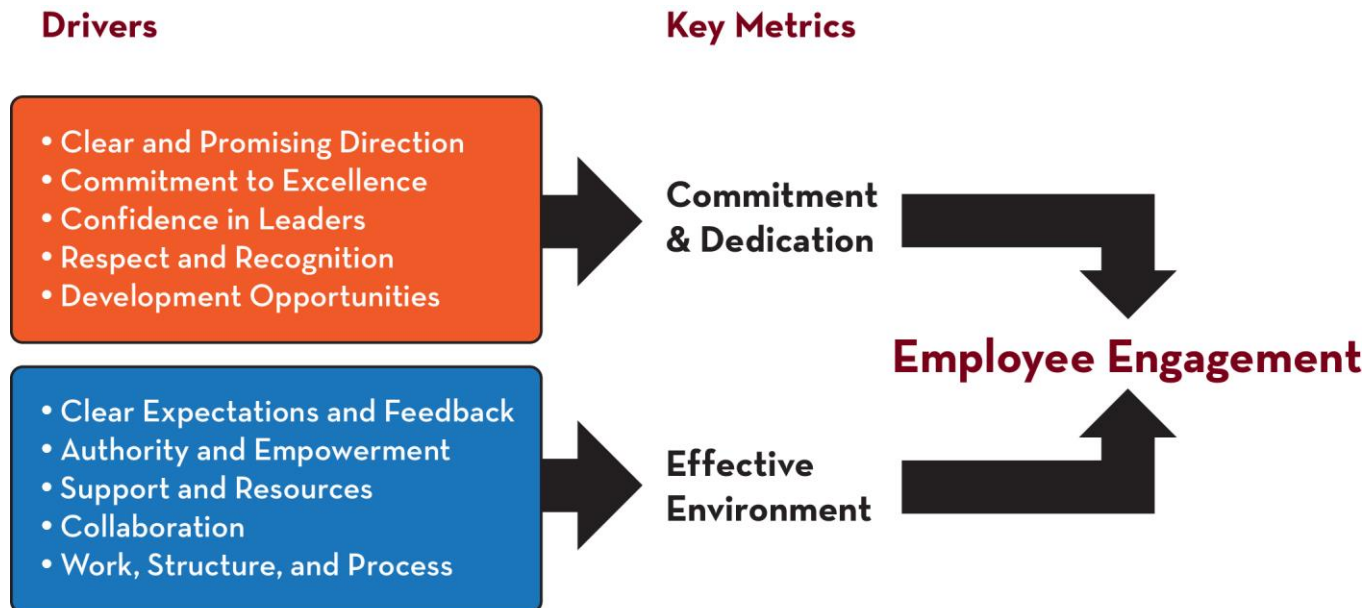


Survey Administration Summary

When	<ul style="list-style-type: none">• October 14 - November 8, 2013
What	<ul style="list-style-type: none">• Separate faculty and staff questionnaires<ul style="list-style-type: none">• 33 scored questions in each survey• 12 dimensions (2 outcome measures and 10 driver dimensions)
How	<ul style="list-style-type: none">• Externally managed by Hay Group to ensure confidentiality
Participation	<ul style="list-style-type: none">• All benefits-eligible University of Minnesota faculty and staff<ul style="list-style-type: none">• 2,267 faculty responses (47% record participation rate)• 8,770 staff responses (60% record participation rate)

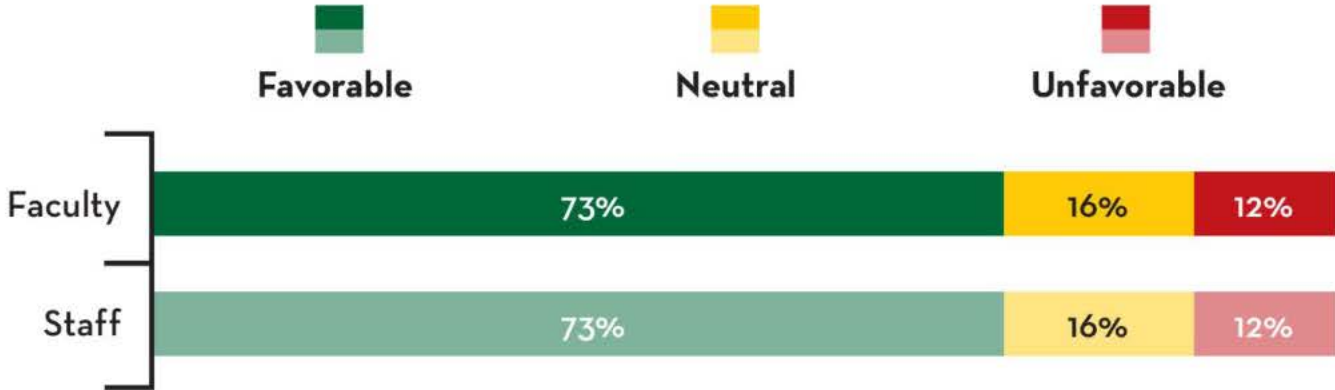
Employee Engagement Goals

- **Goal 1:** Understand the current state of our workforce
 - Two components of engagement
- **Goal 2:** Inform action planning to enhance the workplace
 - Five drivers of each component of engagement

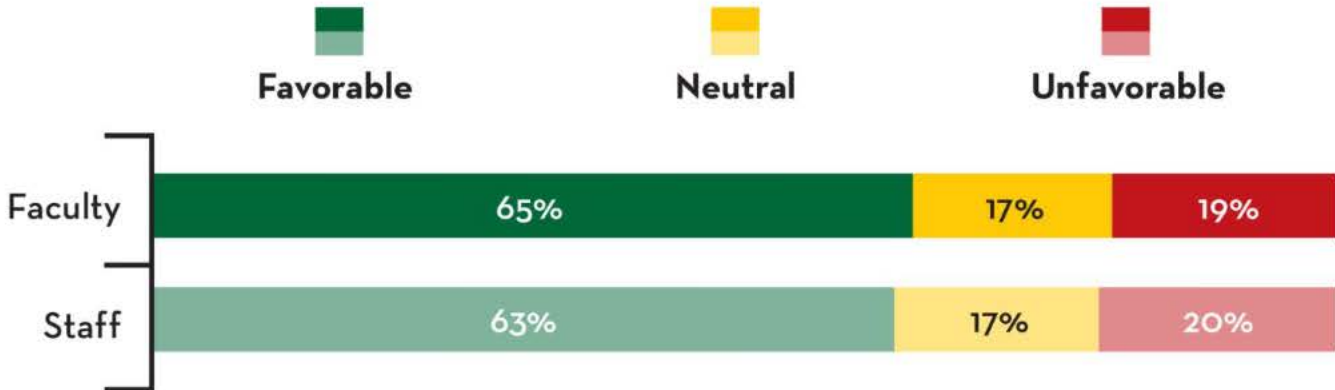


Snapshot of Key Engagement Metrics

Commitment and Dedication



Effective Environment

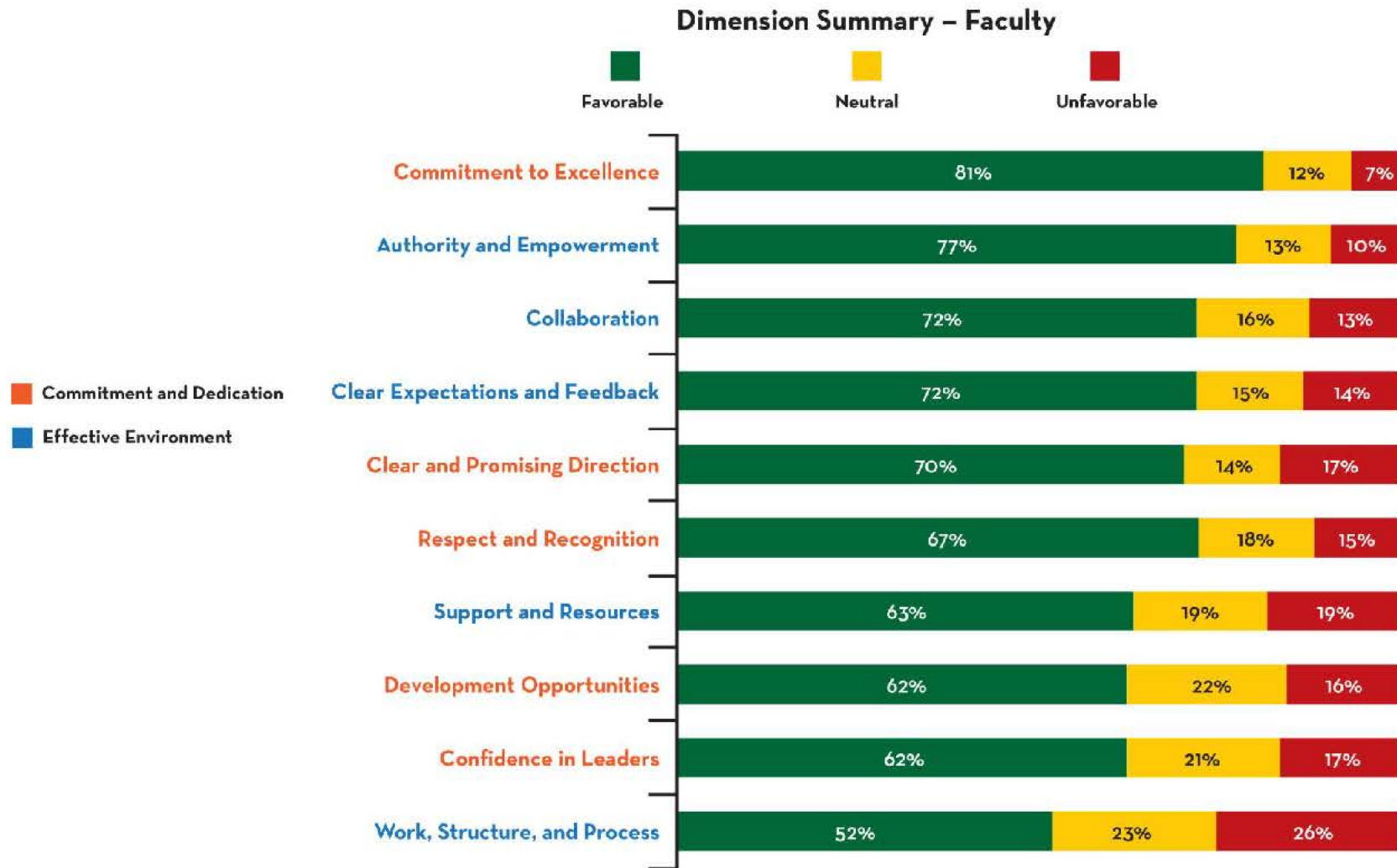


Engagement on Par with Leading Global Corporations

- The University performed above many norms for high-performing global firms as well as US norms.

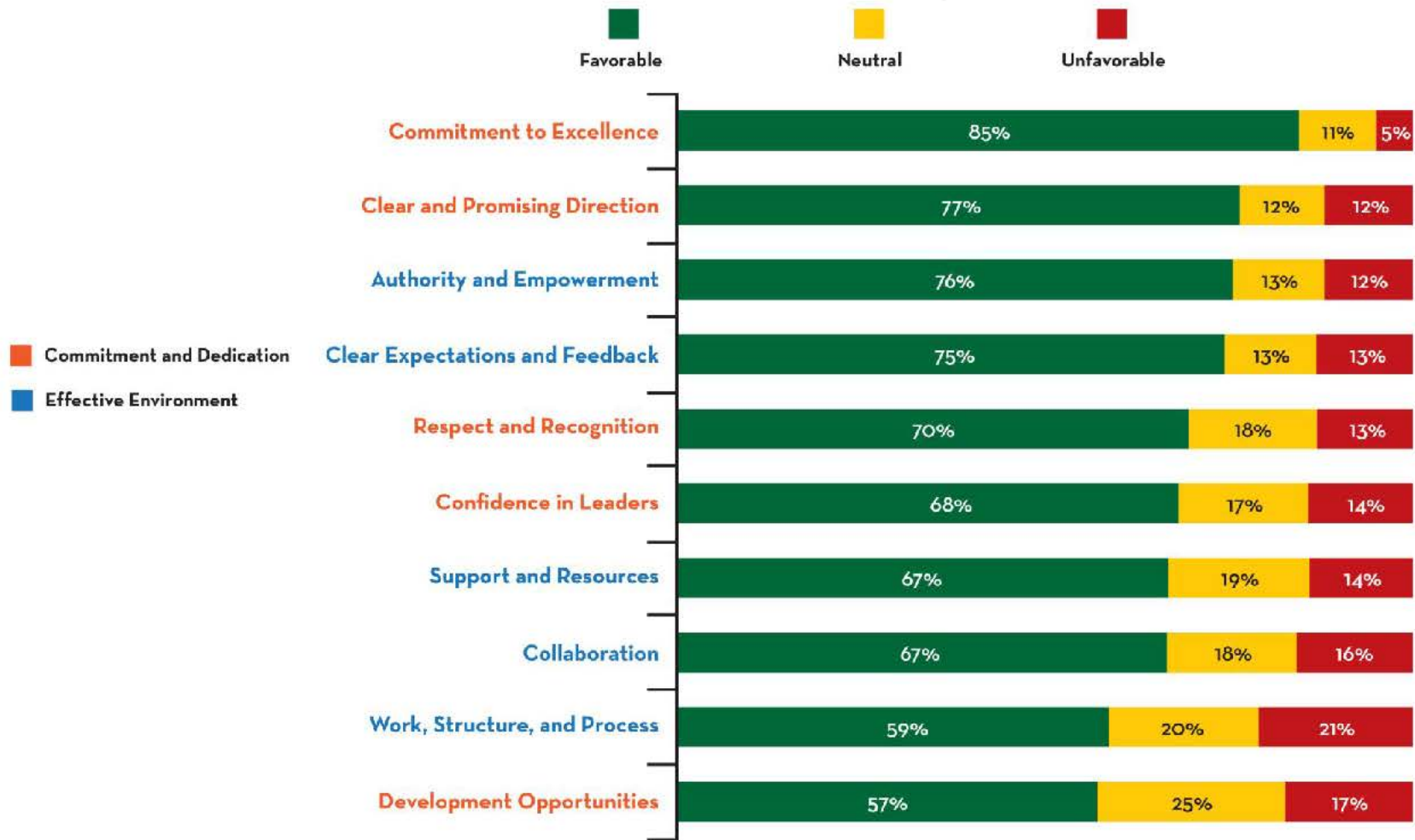


Faculty Results for Key Drivers



Staff Results for Key Drivers

Dimension Summary – Staff



Observations of Highly Engaged Departments

Faculty	
Consistent Practices: Very High Scores	Leading Edge Practices: Score Much Higher than Others
<ul style="list-style-type: none"> • Clear expectations • Autonomy • Commitment to high-impact scholarship and clinical care • Strong focus on students • Climate of respect for individuals • Opportunities for faculty learning and development 	<ul style="list-style-type: none"> • Commitment to individual wellbeing • Recognition for contributions to the field • Good collaboration and teamwork • Resources and support for faculty scholarship • Equitable distribution of workload • Open and honest communication • Mentoring and coaching for development • Opportunities to achieve career objectives

Observations of Highly Engaged Departments

Staff	
Consistent Practices: Very High Scores	Leading Edge Practices: Score Much Higher than Others
<ul style="list-style-type: none">• Clear expectations• Autonomy• Commitment to customer support and quality services• Climate of respect for individuals• Staff have the information they need to do their jobs well• Staff are encouraged to be innovative• Open and honest communication between employees and their managers / supervisors	<ul style="list-style-type: none">• Commitment to individual wellbeing• Recognition for good work• Staff have the resources needed to do their work• Equitable distribution of workload• Opportunities to achieve career objectives• Trust and confidence in leadership• Commitment to diversity and inclusion

Sample Case Study: College X*

				% Favorable Difference		
	% Fav	% Neut	% Unfav	Total University	Total Campus	Total College/Unit
Commitment and Dedication	83	8	9	-1	0	0
Effective Environment	66	19	15	-2	+1	0
Clear and Promising Direction	80	11	10	+3	+1	0
Confidence in Leaders	72	14	15	+1	+1	0
Commitment to Excellence	83	11	6	+8	+1	0
Authority and Empowerment	71	15	13	+3	0	0
Collaboration	78	15	17	-3	0	0
Respect and Recognition	78	15	8	0	0	0
Development Opportunities	62	24	14	-3	0	0
Clear Expectations and Feedback	54	28	18	-6	-8	0
Support and Resources	67	21	12	-3	+1	0
Work, Structure, and Process	60	18	22	-4	-2	0


SAMPLE DATA

*The case study does not contain actual data or information from a University of Minnesota college. The data is for illustration only.

Sample Case Study: College X*

Clear Expectations and Feedback

- **Focus:** Clarifying performance expectations and providing regular feedback.



	Valid N	% Fav	% Neut	% Unfav
Clear Expectations and Feedback	-	54	28	18
Item 14: I understand the results expected of me in my work.	54	71	13	15
Item 15: I receive clear and regular feedback on how well I do my work.	53	51	25	25

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Sample College X: Possible Action Plan*

Clear Expectations and Feedback

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

- **Leader considerations:**
How do faculty and staff in my area understand what they should be working on and what results are expected?
- **Information to gather:**
How do you ask leaders for feedback and guidance on job performance, especially when you encounter challenges?
- **Possible Action Plans:**
Identify and recognize team members who do their jobs well. Formally communicate outstanding performance to department leadership. Include the employee in the communication.

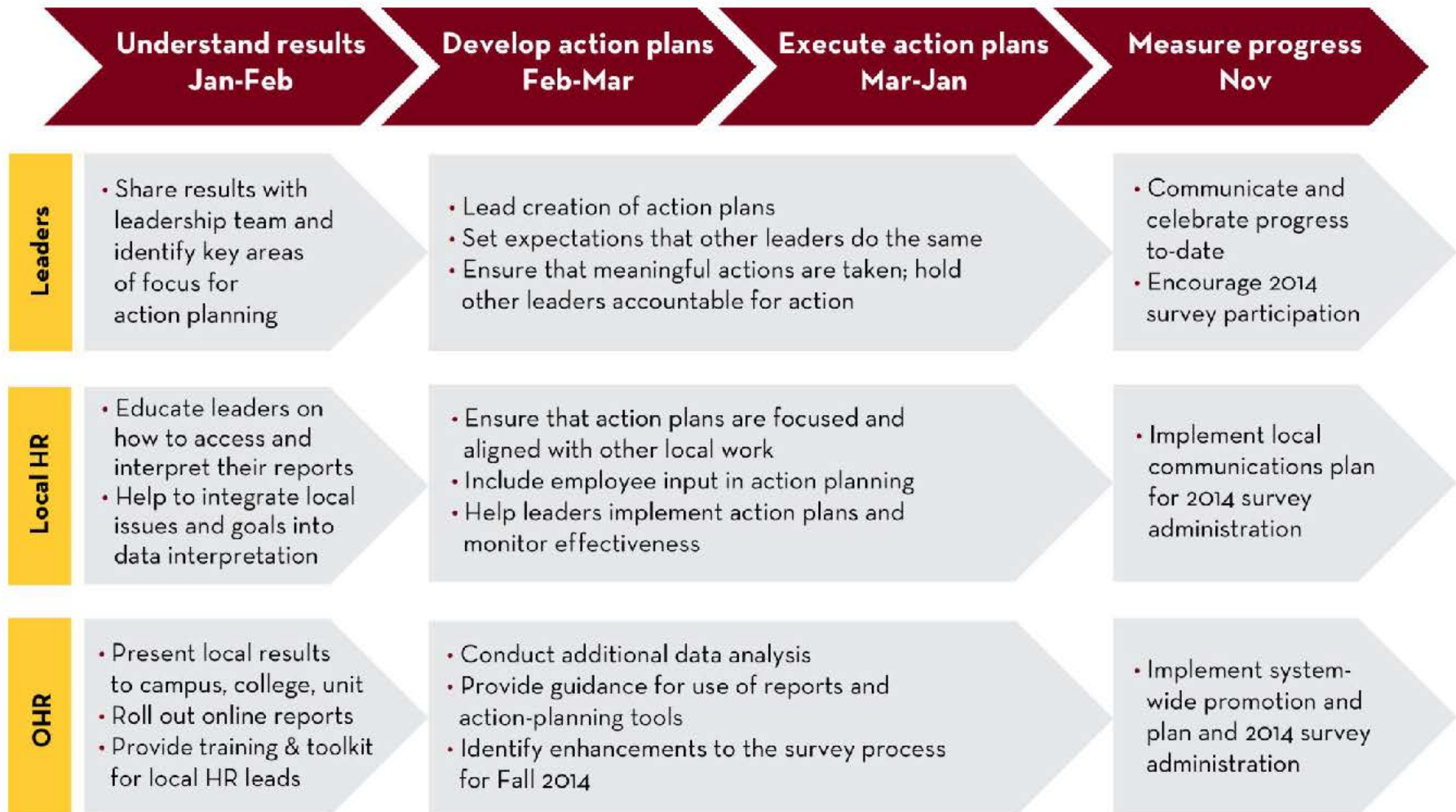
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Sample College X: Tools and Resources*

- The University's [Engagement web pages](http://www1.umn.edu/ohr/e2/index.html)
<http://www1.umn.edu/ohr/e2/index.html>
 - Action-Planning library of resources (online and in the I2A tracking system) – including training
 - Information and resources
- Educational resources (Quick courses, job aid)
- HR Leads and Leaders Google Site with action planning toolkits and resources
- Communities of Practice – will begin meeting in Spring

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Engagement Next Steps



Key Takeaways

1. A record number of faculty and staff participated in the employee engagement survey.
2. Faculty and staff at the University have high levels of engagement which meet and exceed those of many global firms.
3. Engagement actions will help chancellors, deans, and vice presidents align faculty and staff around mission resulting in increased competitiveness and productivity.
4. Our positive results position us as an employer of choice.
5. Our positive results reflect the University's effective leadership and culture.