

# 2017 Employee Engagement Total University of Minnesota Results

OFFICE OF THE SENIOR VICE PRESIDENT

World Class Services for  
a World Class University



Office of Human Resources

UNIVERSITY OF MINNESOTA

# Our Research-Based Methods Empower You to Change Your Workplace for the Better

- Our employee engagement formula is:  
$$\text{Commitment \& Dedication} + \text{Effective Environment} = \text{Engagement}$$
- We are unique in higher education because we:
  - Measure engagement among faculty and staff on all our campuses
  - Ask leaders to focus on sharing results and taking meaningful action
  - We actively support leaders in their engagement efforts
- The University is committed to listening to employee feedback so leaders and their teams can take action to improve the workplace experience.
- Comparing our results to other organizations is challenging because:
  - Most organizations only track commitment and dedication metrics.
  - Our faculty and staff commitment and dedication remains very high.
  - We measure both commitment and dedication and the effectiveness of the environment so we can help leaders find opportunities that will have the most impact on employee engagement.



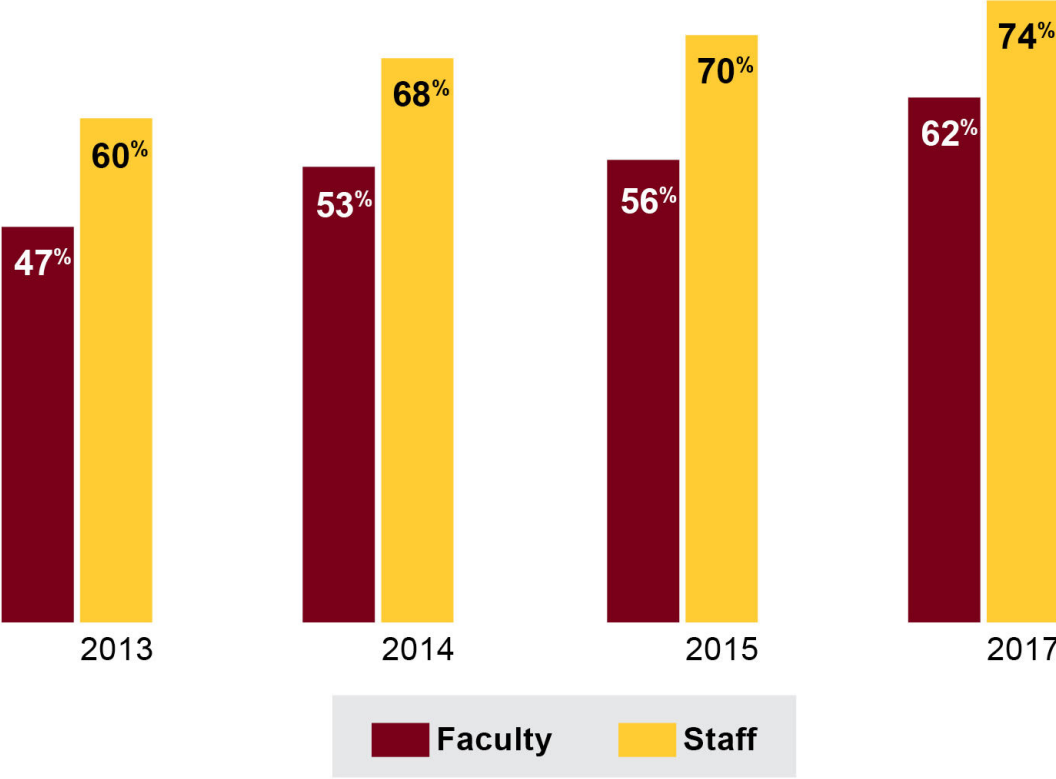
## Our Employee Engagement Survey Process

- We have surveyed faculty and staff four times since 2013.
- In 2017, the survey was sent to 19,832 faculty and staff on all campuses.
- The survey has 36 questions that provide data to leaders regarding the workplace experience.
- Benefits-eligible employees\* share feedback via an online survey.
- Faculty and staff receive very similar surveys.
- Data are gathered by a vendor partner to ensure confidentiality.
- Results were shared in January 2018 with supervisors, managers, directors, and senior leaders if five or more of their direct reports responded to the survey.

\*50% time or more with other provisions regarding period of time worked; excludes student workers.

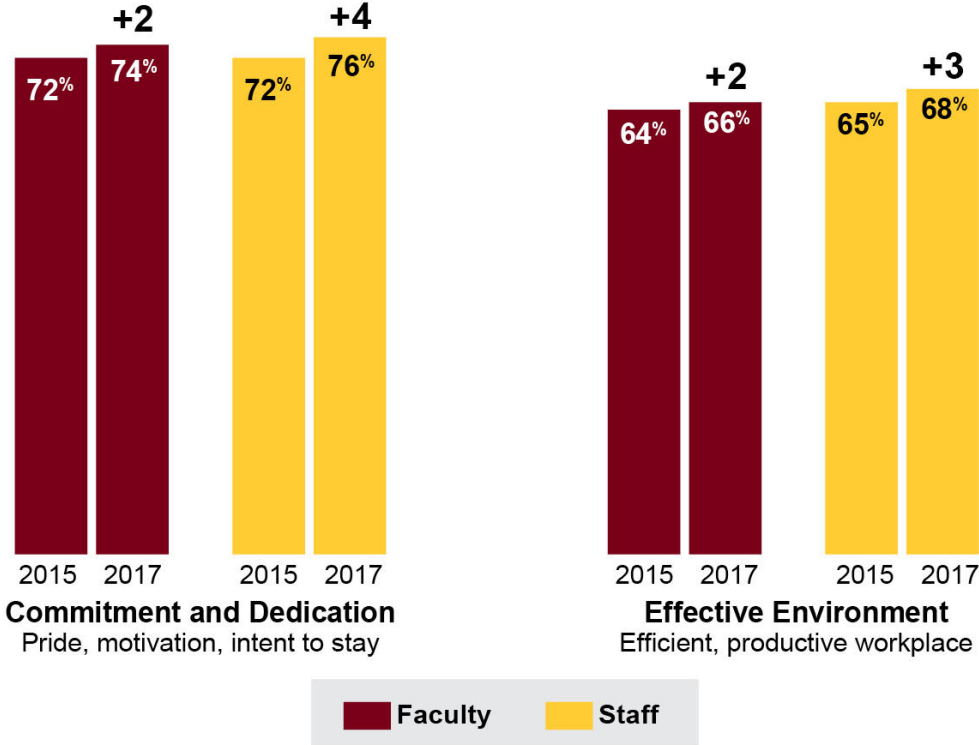


# A Record Number of Employees Made Their Voices Heard Through the 2017 Survey



# Engagement Rose Across Both Dimensions

## Engagement Key Metrics



## Faculty Reported Broad-Based Improvements in Their Workplace Experience

- Improvements across 30 out of 36 survey items
- 50% of faculty reported both a high level of commitment and dedication **and** an effective environment (+2 vs. 2015)
- Commitment to excellence plus authority and empowerment of faculty remain overall strengths:
  - Commitment to delivering high-quality student support continued to improve (80% favorable; +5 vs. 2015), as did commitment to delivering high-impact, high-quality scholarship (81% favorable; +4 vs. 2015)
- Support and resources related to teaching and pursuit of scholarly interests had the greatest increase across survey drivers (65% favorable; +9 vs. 2015)
- Professional development opportunities saw meaningful improvement (74% favorable; +7 vs. 2015)

Survey response rates were grouped as favorable, neutral, and negative by the vendor. For simplicity, only the change in the favorable response is reported here.



## Faculty Engagement is Driven by Improvements in the Support and Resources to Pursue Scholarship

- Faculty indicated largest increases in engagement on these survey items compared to 2015:

ITEM	2017 % FAV	VS. 2015
I have the resources and support I need to pursue my scholarly interests.	58%	+10
I have opportunities to achieve my personal career objectives at my campus.	74%	+7
The people in my department are committed to delivering high impact, high quality scholarship.	81%	+4
I have trust and confidence in my college's leadership team.	55%	+4



# Faculty Identified Equitable Distribution of Workload and Other Opportunities for Continued Improvement

- Faculty indicated opportunities for improvement:
  - Improving work, structure, and process in colleges
    - Equitable distribution of workload (44% favorable; although +5 vs. 2015)
  - Other opportunities identified:
    - Department offers effective mentoring and coaching to support development. (50% favorable)
    - Trust and confidence in the college's leadership team (55% favorable)
    - Resources and support to pursue scholarly interests (58% favorable)
    - Department's strategy and goals address most important challenges and opportunities (59% favorable)





## Staff Reported Broad-Based Improvements in Their Workplace Experience

- Improvements on 34 out of 36 survey items
- 54% of staff reported both a high level of commitment and dedication **and** an effective environment (+3 vs. 2015)
- Commitment to Excellence and Authority and Empowerment continue to remain strengths for staff.
  - Commitment to delivering high quality services is among the items with the highest favorability and continues to trend upwards (88% favorable; +3 vs. 2015)
  - “I have enough authority to carry out my job effectively.” (83% favorable; +1 vs. 2015)
- Developmental Opportunities and Confidence in Leadership are the most improved areas:
  - “I have opportunities to achieve my personal career objectives at my campus (Crookston, Duluth, Morris, Rochester, Twin Cities).” (69% favorable; +10 vs. 2015)
  - “I have trust and confidence in my college’s leadership team.” (66% favorable; +8 vs. 2015)



## Staff Engagement is Driven by Improvements in Opportunities to Achieve Personal Career Goals

- Staff indicated the largest increases in engagement on these survey items compared to 2015:

ITEM	2017 % FAV	VS. 2015
I have opportunities to achieve my personal career objectives at my campus.	69%	+10
I have trust and confidence in my college's leadership team.	66%	+8
There is an equitable distribution of workload in my department.	55%	+6
I have the information I need to do my job well.	78%	+3
My department has a strategy and goals that address our most important challenges and opportunities.	66%	+3
My department is committed to provide high quality customer support.	85%	+2



# Staff Identified Opportunities Regarding Work, Structure, and Process

- Staff noted areas for improvement related to innovation and workload distribution:
  - Improving work, structure, and process
    - “My department uses innovative approaches (new technologies or creative solutions) to improve our internal effectiveness.” (67% favorable; -2 vs. 2015)
    - “There is an equitable distribution of workload within my department.” (55% favorable; +6 vs. 2015)
  - Other opportunities identified:
    - “My manager/supervisor coaches me in my development.” (57% favorable)
    - “The training that new employees received in my department is effective.” (57% favorable)
    - “My department proactively identifies and eliminates barriers to getting work done efficiently.” (57% favorable)



## Leaders Are Prepared to Take Action with Their Teams

- Results from the 2017 survey were sent to nearly twice as many leaders as in 2015 since the minimum number of responses dropped from 10 to five.
- Leaders received their results earlier to provide them with more time to review data, gather additional input, and plan before the end of the academic year.
- Our data show that taking action over time, particularly with strong leadership support, leads to improved engagement.
- One possible strategy for leaders is to convert committed and dedicated employees who feel frustrated into engaged employees by addressing workplace barriers.
- Leaders are also encouraged to celebrate areas of strength and ensure that growth is sustained.
- The next employee engagement survey will be conducted in 2019.





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