

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.



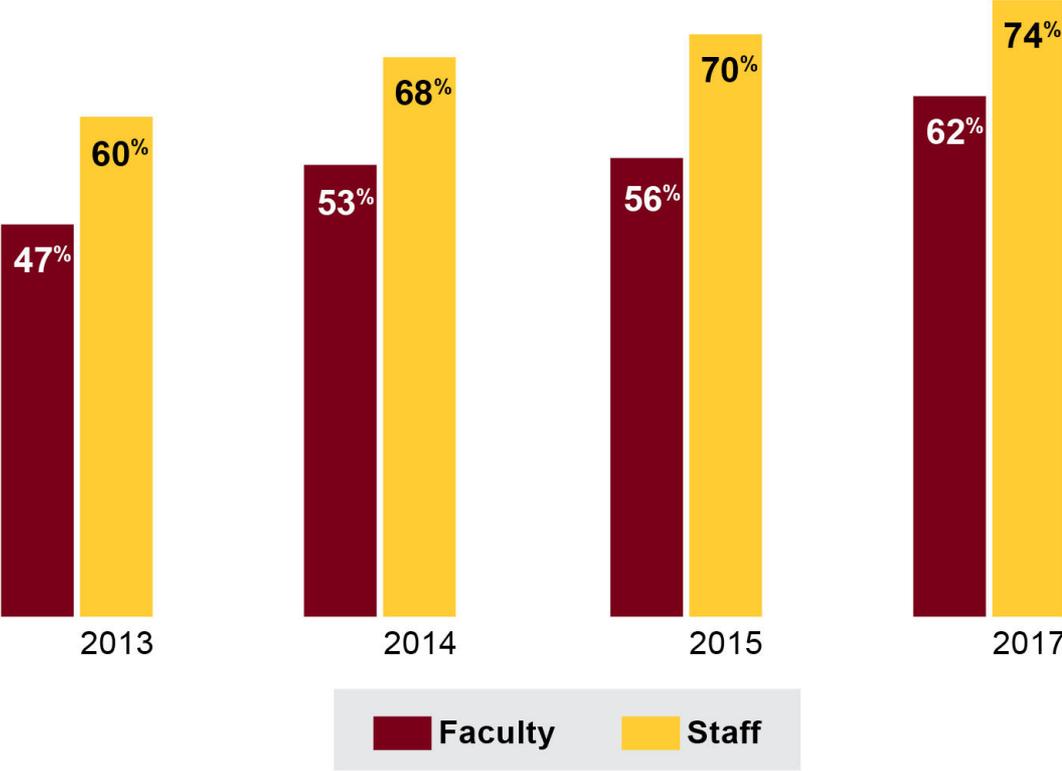
Our Employee Engagement Survey Process

- 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.

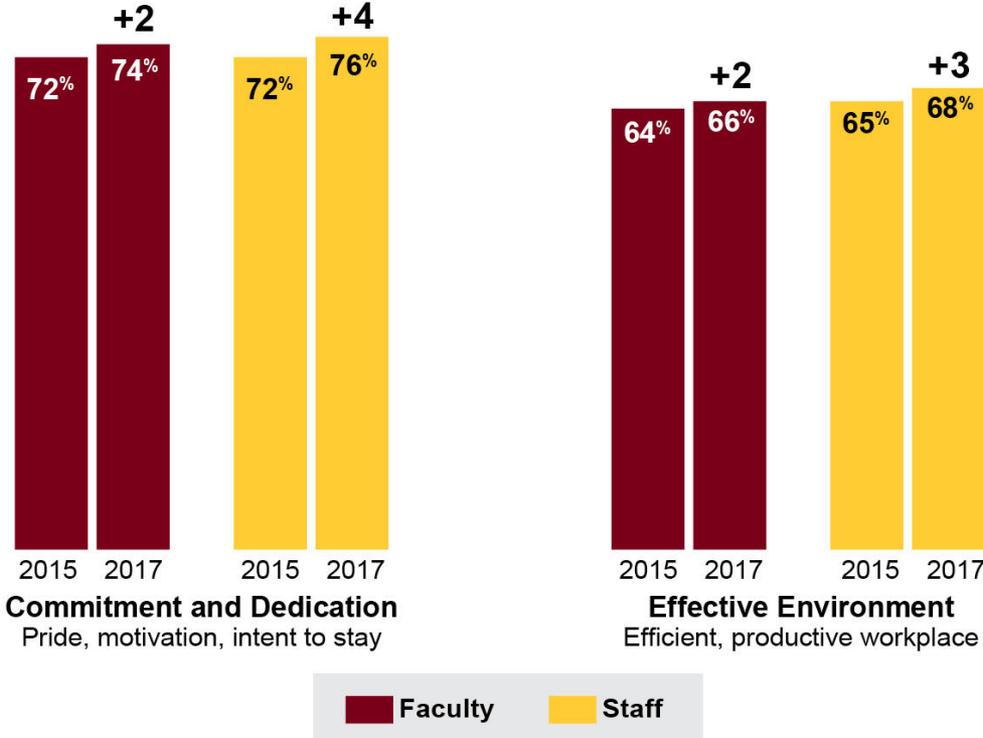


A Record Number of Employees Made Their Voices Heard Through the 2017 Survey



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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