

2017 CALS Employee Survey Results *Deep Dive*

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THE UNIVERSITY
OF ARIZONA

Lessons Learned

As this was our first annual survey, we had a lot of lessons learned which we will use to improve future iterations.

Despite some limitations, we are happy to be able to make specific improvements informed by the survey in support of our foundational goal: *to be the most sought-after place to be a part of.*

Lessons Learned

I want to take this opportunity to apologize to the **Extension employees** I unintentionally excluded/misclassified by using the term “service”.

You are all an extremely valuable and vital part of this college and I am sorry for not appropriately recognizing you in the survey.

I have already made adjustments to next year’s survey and will not make that mistake again.

Thank you, nonetheless, for your strong participation in the survey.

Lessons Learned: Limitations

- Not randomly sampled; respondents self-selected
 - Therefore we are limited in being able to assume the responses are representative of the population at large
- Not a perfectly representative sample
 - Our Extension and Support employees did a tremendous job responding, and are actually over-represented in the survey respondents (you will see this on the demographics slides)
 - We have similar disparities with years of service
- Anonymity concerns
 - Some raised concerns with the anonymity of the survey due to the potential to deduce some people from small units based on their responses to the demographic questions
 - I understand the concern, and assure you the demographic data is only used for the college level reports you see on slides 6 & 7
 - I will be evaluating the option of using a third party vendor for next year's survey
- That being said, your voice provides valuable data for our improvement as a community

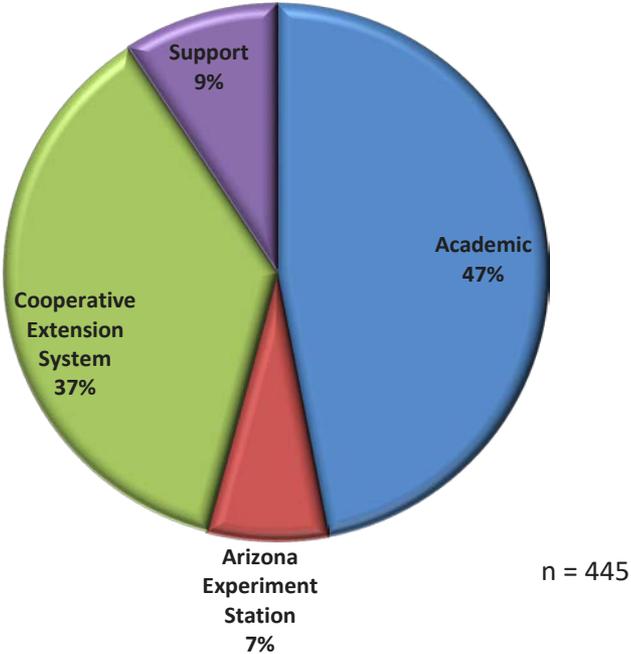
Summary

The purpose of our inaugural annual survey was to gauge employee engagement and identify opportunities that create an environment fostering a positive, continuously improving culture. All in support of our foundational goal: *to be the most sought-after place to be a part of.*

- Of **1,375** CALS employees invited to participate on February 8th, 2017 we received **454** usable survey responses
- 33% response rate

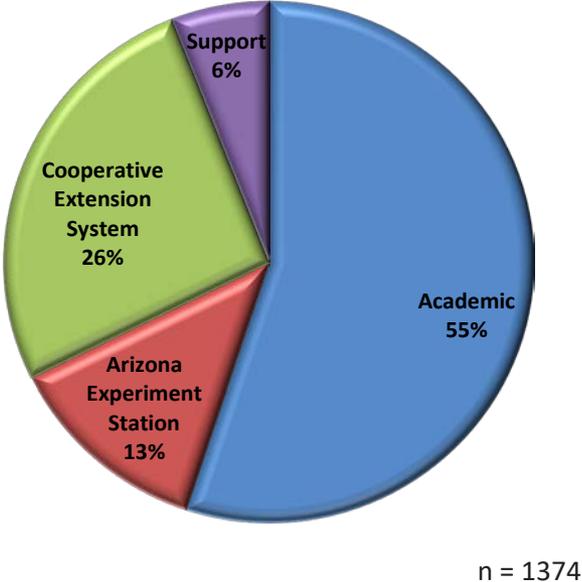
Demographics: Area of CALS

Survey Respondents



Percentage of CALS employees who responded and the **area they work in CALS**

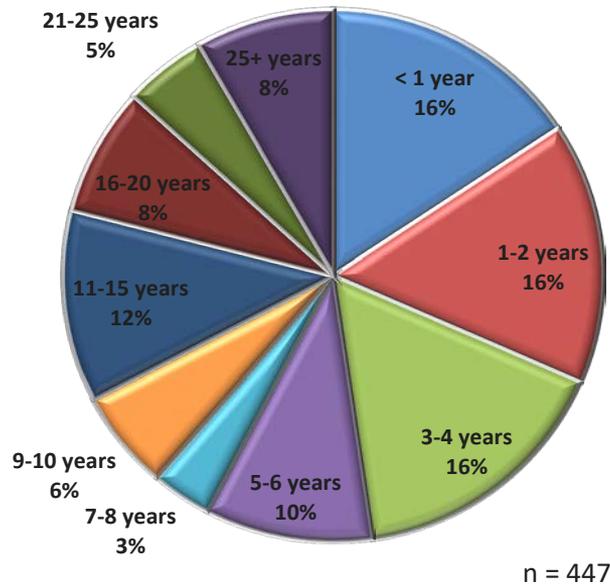
All Employees



Percentage of CALS employees and the **area they work in CALS**

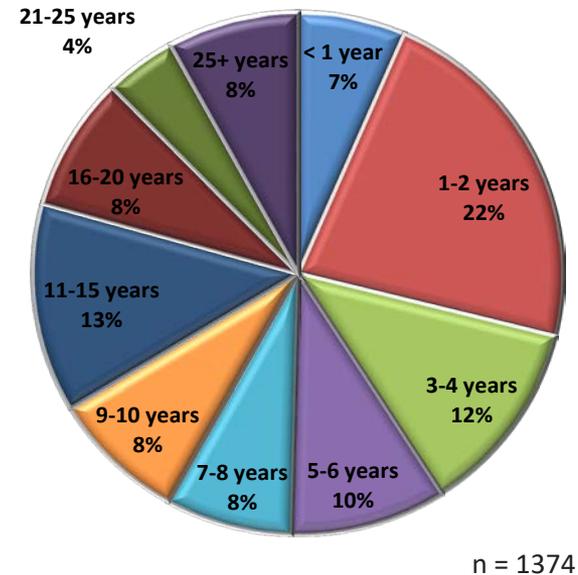
Demographics: Years of Service

Survey Respondents



Percentage of CALS employees who responded and their **length of CALS service**

All Employees



Percentage of CALS employees and their **length of UA service**

Deep Dive

- To determine where our concentrated efforts would have the greatest impact, we looked at the individual questions
- By identifying questions that had a high percentage* of individuals saying they either disagreed or strongly disagreed, we narrowed in on 15 questions
- These 15 questions fell in the 3 previously identified areas we had deemed as Opportunities for Improvement in our initial report, and 1 additional area
- The areas and number of questions were as follows:
 - Communication: 6 questions with a high negative rating
 - Fairness: 4 questions with a high negative rating
 - Work-Life Balance: 3 questions with a high negative rating
 - Opportunities for Professional Growth: 2 questions with a high negative rating

*High percentage defined as 18% or more

Communication

% of negative responses	Question
35%	Too much comes to me through the grapevine rather than through proper channels.*
22%	I am adequately informed about issues going on within CALS.
21%	I am well-informed of all programs, initiatives, and/or services happening in my unit/team.
20%	In general, communication is effective in CALS.
18%	The senior leaders (Dean, Associate Deans, Unit Leaders) do a good job of sharing information.
18%	Information and knowledge are shared openly within CALS.

*unlike other questions, negative responses for this question were “Agree” and “Strongly Agree”

Fairness

% of negative responses	Question
35%	Poor performance is effectively addressed throughout CALS.
22%	The workload in my unit/team is evenly and fairly distributed.
19%	Favoritism is not an issue in raises or promotions within CALS.
18%	Favoritism is not an issue in raises or promotions within my unit/team.

Work-Life Balance

% of negative responses	Question
37%	I tend to integrate (combine) my home and work duties.*
31%	It is often difficult to tell where my work life ends and my personal life begins.*
21%	In my life, there is a clear boundary between my career and my roles outside of work.

*unlike other questions, negative responses for this question were “Agree” and “Strongly Agree”

Opportunities for Professional Growth

% of negative responses	Question
20%	I have adequate opportunities for professional growth in CALS.
18%	I have meaningful professional development conversations with my manager/supervisor/Unit Head.

Actions Being Taken

- To address some of our Communication issues, we have established/are preparing the following:
 - [The CALS Grapevine](#) site
 - Now includes an [archive page](#) where you can see previous Q&As
 - [Dial-the-Dean](#) calls held every other week beginning mid-April (scroll down to recordings to listen to previous calls)
 - Planning is in work for recommendations made by [CALS Faculty Council's document on enhancing information exchange](#)
 - The first CALS Quarterly Newsletter is anticipated in August
 - The first CALS Quarterly Town Hall is anticipated in September
 - The Associate Deans will be communicating with the college community over the summer by writing letters addressing progress made toward the [CALS strategic goals](#) (letters under planning documents)
 - [Associate Dean Jeffrey Ratje – Progress towards financial strategic goal](#)
 - [Associate Dean Jeff Silvertooth – Progress towards economic development goal](#)
- To address some of our Opportunities for Professional Growth issues, we have:
 - Hosted 3 workshops on giving [Effective Performance Feedback](#) for supervisors between February and March
 - Required Unit leaders to track and verify that all employees receive a performance evaluation every year

Next Steps

- Unit Heads and CEDs will be receiving unit-specific reports that remain anonymous in the coming month
 - If units have less than 5 respondents, a report will not be generated
 - Sharing of unit results is encouraged and expected of our leaders
 - Areas of strength will be highlighted and coaching and support will be provided for areas of improvement
- To drill deeper and better understand the remaining findings we will be conducting focus groups during the summer
 - This is a college effort, so your help and support will be called upon
 - Not everyone will be involved in focus groups, but if you are requested, please make every effort to participate