UNC-SO 2018 Employee Engagement Survey: NC State University Action Plan Update

Faculty Senate
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UNC System Employee Engagement Survey

UNC Strategic Plan "Higher Expectations"

Goal: Excellent and Diverse Institutions: Focus on Human Capital

- A five-year project to establish a baseline metric for employee engagement in concert with other human capital metrics (turnover, performance management, professional development, promotion)

- Allow campus leadership to address those areas in which employee engagement challenges may exist and to recognize those areas that are successfully fostering employee engagement

- Assist System Office in advocating for improvements to human resources policies at the statewide level

Employee Engagement Advisory Group Members

Marie Williams, Associate Vice Chancellor for Human Resources (Co-Chair)
Nancy Whelchel, Director for Survey Research (Co-Chair)
Carolyn Bird, Professor and Former Chair of Faculty 2017-19
Cathi Dunnagan, Lead Instructional Designer and Staff Senate Representative
David Hunt, Director of Editorial Services
Dan O'Brien, Assistant Director for Employee Relations
Sheri Schwab, Vice Provost for Institutional Equity and Diversity
Courtney Thornton, Associate Vice Provost for Academic Personnel and Policy
Kathy Woodford, Employee Relations Consultant
Carrie Zelna, Associate Vice Chancellor, DASA

The NC State Employee Engagement Survey Advisory Group oversees and monitors the University's progress in enhancing our employee engagement survey scores for the strategic focus areas identified for the period 2018 – 2020.

Colleges/units have been encouraged to develop their own action plans based upon the focus areas identified for campus and/or their own specific college, unit, or survey grouping results.

Employee Engagement Survey

Survey Assessment

Communication

Action Plan
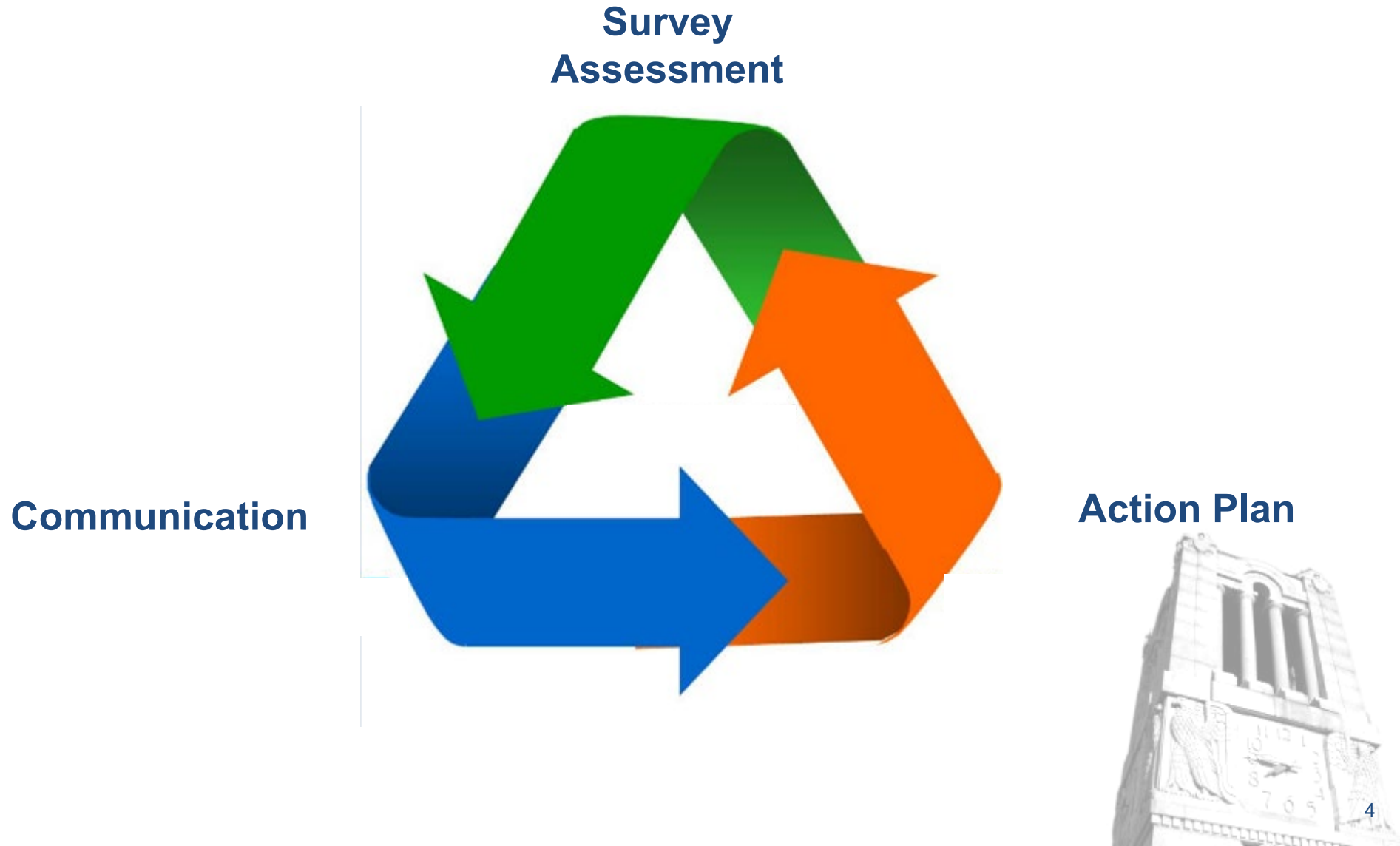
Reminder: Quick Survey Take-Aways

- **NC State participation rates were good for all groups** *(54% overall)*
- **Overall results are very positive**
    - ✓ NC State employees give consistently more favorable ratings than the UNC system overall
    - ✓ NC State's overall score for each of the 15 core dimensions is never rated as "poor" or "warrants attention"
    - ✓ Areas rated relatively less favorably by NC State employees were also rated relatively less favorably by the system overall and by the 4-year institutions participating in the 2017 *Great Colleges to Work For* survey
    - ✓ There are notable differences in ratings by demographic groups, employment characteristics, and colleges/divisions (and sub-units)
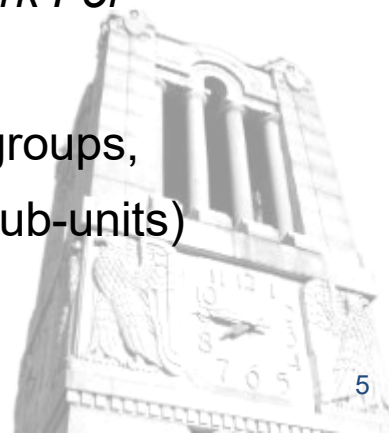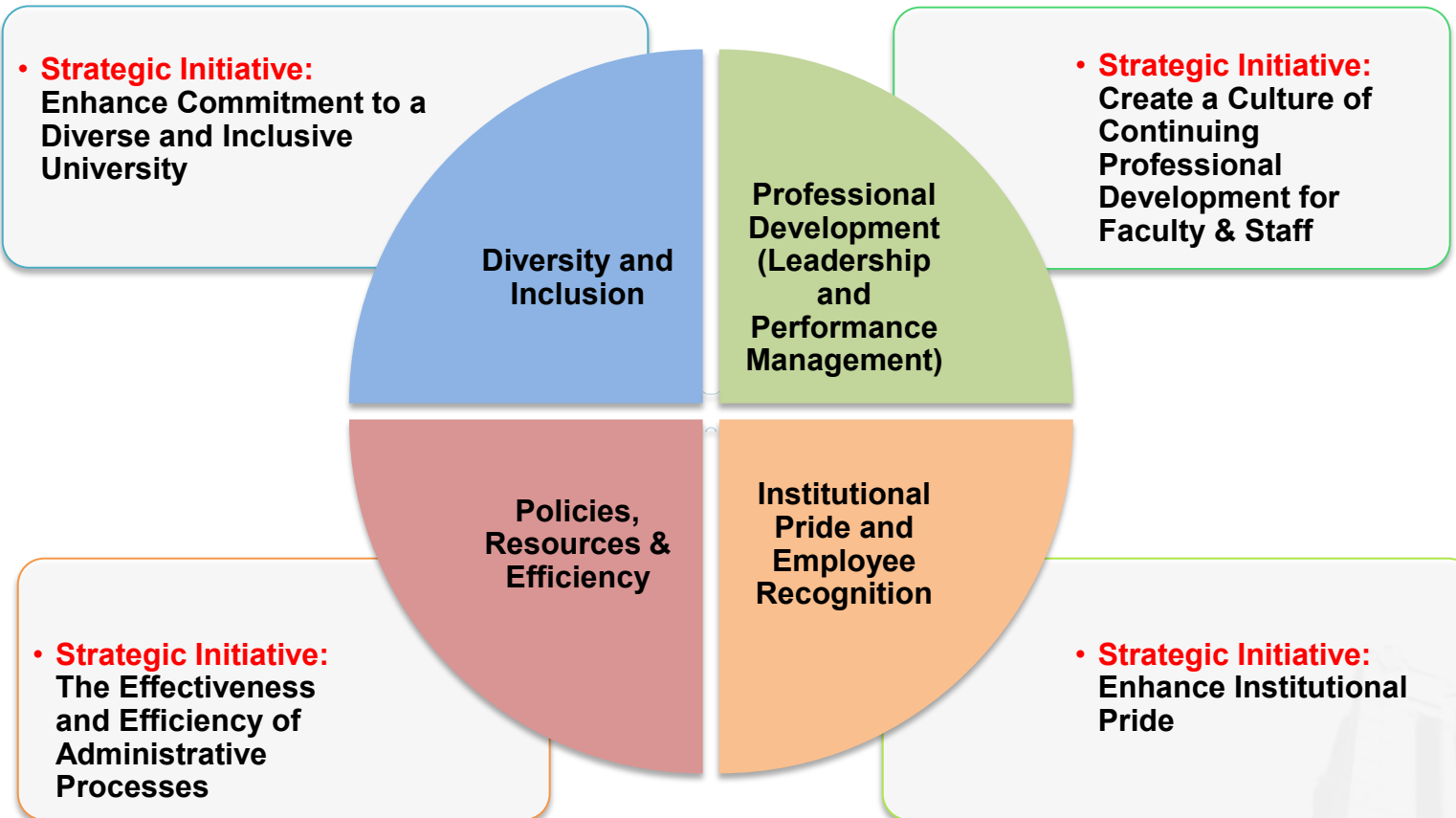
Action Planning:
Institution-Wide and College/Division-Specific Strategy

✓ Focus on mission, vision and values

✓ Align survey focus areas with NC State's Strategic Plan and the UNC Strategic Plan

✓ Do not forget to celebrate and build upon our strengths

✓ Address opportunities for further improvement

✓ Keep action planning process SIMPLE (do not reinvent the wheel on initiatives to be implemented). Develop 2-4 survey focus areas each with specific strategies and metrics (EES belief statements)

✓ Look for low hanging fruit where NC State can move the needle

Action Plan 2018 - 2020:
Four Strategic Focus Areas

- **Strategic Initiative:**
  Enhance Commitment to a Diverse and Inclusive University

- **Strategic Initiative:**
  Create a Culture of Continuing Professional Development for Faculty & Staff

Diversity and Inclusion

Professional Development (Leadership and Performance Management)

Policies, Resources & Efficiency

Institutional Pride and Employee Recognition

- **Strategic Initiative:**
  The Effectiveness and Efficiency of Administrative Processes

- **Strategic Initiative:**
  Enhance Institutional Pride

These 4 strategic focus areas are aligned with established NC State Strategic Plan initiatives, and with applicable Employee Engagement Survey core dimensions and belief statements

ACTION PLAN
ADOPTED UNIVERSITY-WIDE INITIATIVES

Belief Statements

Diversity and Inclusion

Strategic Objective

Enhance commitment to a diverse and inclusive community

- ❏ People are supportive of their colleagues regardless of their heritage or background *(77%;* **-5% Women; -21 to -34% POC***)*
- ❏ All things considered, this is a great place to work* (76%)
- ❏ The institution has clear and effective procedures for dealing with discrimination (74%; **-5% Women; -16% to -31% POC***)*
- ❏ This institution places sufficient emphasis on having diverse faculty, administration and staff (73% %; **-7% Women; -20% to -30% POC***)*
- ❏ I can speak up to challenge a traditional way of doing something without harming my career* (63%; **-6% Women***)*
- ❏ Policies and practices ensure fair treatment for faculty, administration and staff (60%; **-7% Women; -31% NH/PI***)*
- ❏ The institution's culture is special – something you don't find just anywhere* (56%)
- ❏ Promotions in my department are based on a person's ability* (50%; **-9% Women; -7% AA***)*

Diversity and Inclusion

Strategic Objective

Enhance commitment to a diverse and inclusive community

✓ Develop a targeted long-term communication strategy for Diversity, Equity and Inclusion (DEI) at NC State

✓ Incorporate some DEI training content into the Management Essentials Manager/Supervisory training program

✓ Add DEI metrics into SHRA and EHRA performance evaluation work plans

✓ Develop a cultural competency pilot program

✓ Expand Diversity Education Week to include faculty and staff by FY2021

Belief Statements

Professional Development (Leadership and Performance Management)

Strategic Objective

Create a culture of continuing professional development for faculty and staff

- ❑ My supervisor/department chair:
  - ❑ Supports my efforts to balance my work and personal life (83%)
  - ❑ Models NC State's values (76%)
  - ❑ Makes his/her expectations clear (74%)
  - ❑ Actively solicits my suggestions and ideas (69%)
- ❑ I have a good relationship with my supervisor/chair (84%)
- ❑ I am given the responsibility and freedom to do my job (84%)
- ❑ My job makes good use of my skills and abilities (78%)
- ❑ I am given the opportunity to develop my skills at this institution (74%)
- ❑ I believe what I am told by my supervisor/department chair *(72%)*
- ❑ I receive feedback from my supervisor/ department chair that helps me (68%)
- ❑ I understand the necessary requirements to advance my career (62%)
- ❑ Our review process accurately measures my job performance (53%)
- ❑ Promotions in my department are based on a person's ability (50%)
- ❑ Issues of low performance are addressed in my department (48%)

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Professional Development (Leadership and Performance Management)

Strategic Objective

Create a culture of continuing professional development for faculty and staff

✓ Enhance and rollout the new 2.0 version of the Management Essentials Program for newly hired/promoted supervisors and managers

✓ Launch new employee training and professional development courses/curriculum to provide professional development and job skill enhancement opportunities for faculty and staff across campus

✓ Promote and enhance EHRA Non-Faculty and SHRA performance management training. Develop more robust resource tools to educate management on best practices for addressing poor performance in the workplace

✓ Provide targeted professional development for Department Heads

Institutional Pride and Employee Recognition

Strategic Objective

Enhance Institutional Pride

- ❑ I understand how my job contributes to this institution's mission (90%)
- ❑ I am proud to be part of this institution (83%)
- ❑ Overall, my department is a good place to work (79%)
- ❑ Pride - summary measure (77%)
- ❑ All things considered, this is a great place to work* (76%)
- ❑ This institution's culture is special - something you just don't find anywhere (56%)
- ❑ I am regularly recognized for my contributions (54%)
- ❑ There's a sense that we're all on the same team at this institution (52%)
- ❑ Our recognition and rewards programs are meaningful to me (39%)

Institutional Pride and Employee Recognition

Strategic Objective

Enhance Institutional Pride

✓ Create an holistic wellness plan for faculty, staff and students (Wellness Committee) and enhance employee well-being through the evaluation and implementation of family-friendly policies, programs and practices (e.g., parental leave, child care, elder care, etc.)

✓ Develop and implement a communications campaign to promote NC State as a great place to work, to include a focused initiative around "pride in place"

✓ Evaluate, enhance and promote NC State's employee appreciation and recognition programs and initiatives

Policies, Resources & Efficiency

Strategic Objective

The Effectiveness and Efficiency of Administrative Processes

- ❑ Faculty/administrators/staff work together to ensure the success of institution programs and initiatives (68%)
- ❑ This institution is well run (66%)
- ❑ When I offer a new idea, I believe it will be fully considered (64%)
- ❑ I can speak up or challenge a traditional way of doing something without harming my career* (63%)
- ❑ Faculty/administration/staff are meaningfully involved in institutional planning (60%)
- ❑ I can count on people to cooperate across departments (57%)
- ❑ Our Orientation program prepares new faculty/administration/staff to be effective (57%)
- ❑ Changes that affect me are discussed prior to being implemented (46%)

Policies, Resources & Efficiency

Strategic Objective

The Effectiveness and Efficiency of Administrative Processes

✓ Streamline and enhance the faculty hiring process

✓ Develop an inclusive process for creating the next Strategic Plan

✓ Continue to enhance employee new-hire and faculty orientation; work with departments to create unit-level onboarding and offboarding processes for new/terminating employees

✓ Explore ways to better inform employees about changes to policies and regulations as these occur
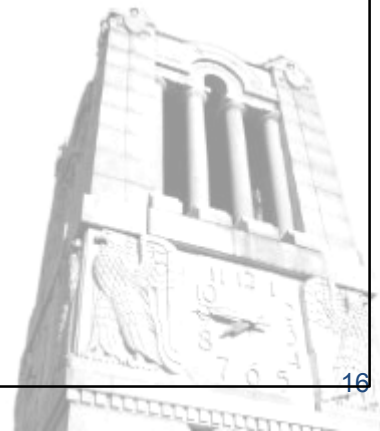
TIMELINES & COMMUNICATIONS STRATEGY

Communications Campaign

Goals

- To inform employees about NC State's efforts to enhance engagement in four strategic focus areas:
    - Policies, resources and efficiency
    - Professional development
    - Diversity and inclusion
    - Institutional pride and employee recognition

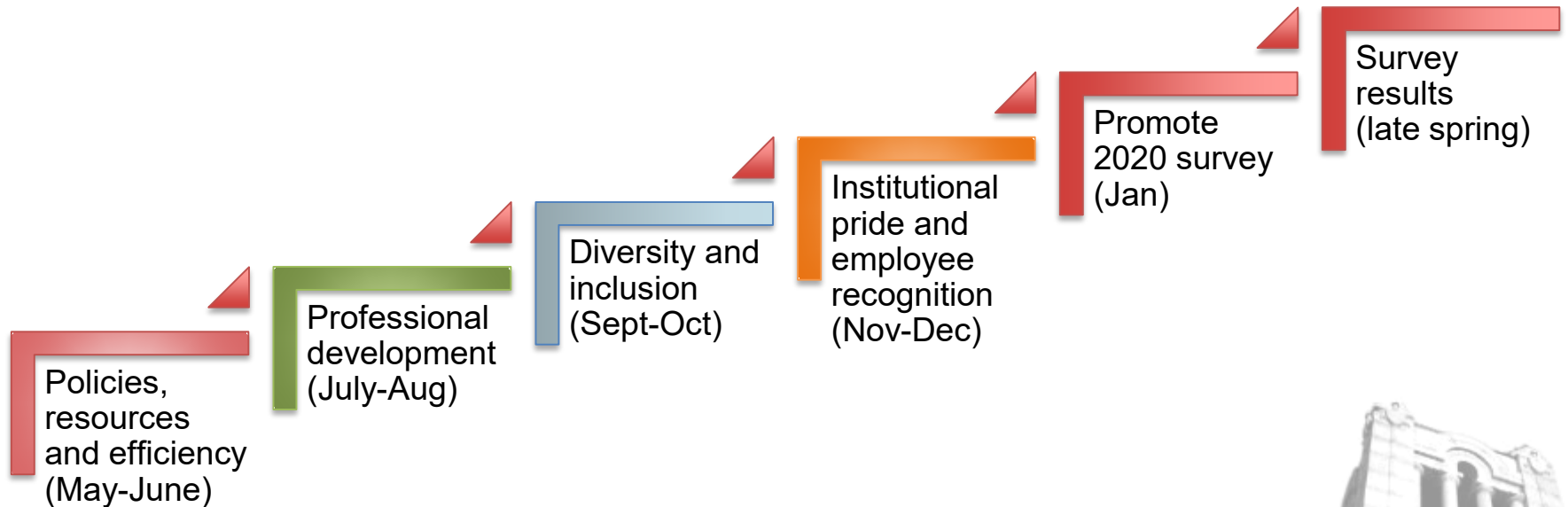- To prepare employees for the 2020 employee engagement survey.
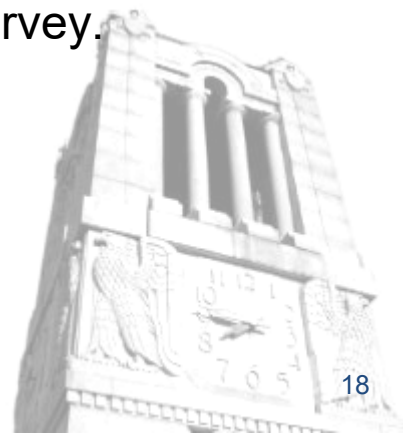
Communications Schedule

Meetings are scheduled with the following groups to provide an overview of NC State's employee engagement action plan

Chancellor's Cabinet (Oct 8)

Council of Deans (Oct 10)

Faculty Senate (Oct 22)

HRAC (Oct 24)

HR Connections (Oct 31)

Staff Senate (Nov 6)
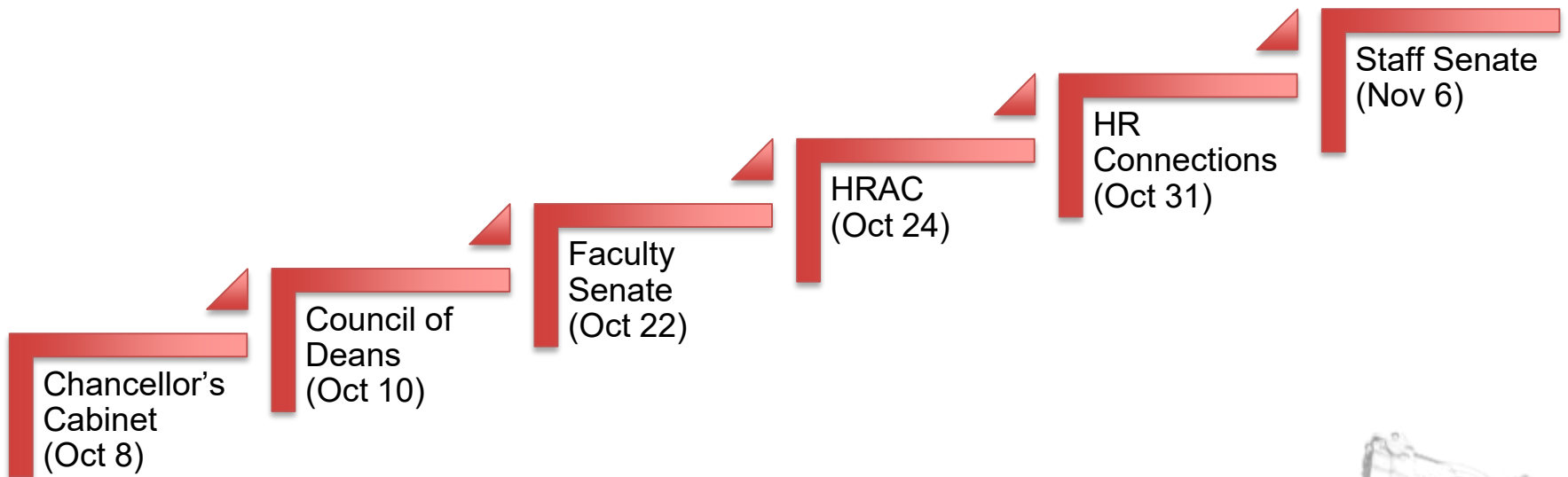
Communications Schedule

University Communications and Marketing is creating news and feature content for internal audiences to share across channels to drive employee engagement in our four strategic focus areas.

Policies, resources and efficiency (May-June)

Professional development (July-Aug)

Diversity and inclusion (Sept-Oct)

Institutional pride and employee recognition (Nov-Dec)

Promote 2020 survey (Jan)

Survey results (late spring)

Communication Channels

Channels:

Employee Engagement Survey website

Faculty and Staff website

Bulletin e-newsletter

Provost's e-newsletter

UHR e-newsletter

Staff Senate e-newsletter

Diversity and Inclusion e-newsletter

Internal Communication Working Group

Tactics:

'Wolfpack at Work' stories focusing on four strategic focus areas

'Beyond the Bricks' stories focusing on outreach and extension

'We Are the Wolfpack' stories highlighting faculty and staff

Communication Examples

Spring 2020 Employee Engagement Survey

- **Administration**
  - **Jan. 28 - Feb. 11, 2020** *(possible extension to Feb. 18)*
- **Population**
  - **All full-time, permanent employees**
- **Questionnaire**
  - **Identical to Spring 2018 survey**
  - **All online**
    - ***(NC State NOT administering paper survey to skilled crafts/service/maintenance as was done in 2018)***
- **Employee work unit**
  - **Now pre-populated (rather than self-reported)**
  - **Only get unit-specific reports for identified groups (no unit record data)**
  - **Working w/ VCs/VPs/Deans to confirming organizational tiers**

Spring 2020 Employee Engagement Survey

Example: College tier structure

OUC	DESCR	N Emps	Tier1 N	Tier2 N	Tier1 Description	Tier2 Description
170301	Mathematics	70	17	1	*College of Sciences (COS)*	*Academic Departments*
170601	Physics	62	17	1	*College of Sciences (COS)*	*Academic Departments*
170701	Chemistry	52	17	1	*College of Sciences (COS)*	*Academic Departments*
170702	CHEM - Metric	1	17	1	*College of Sciences (COS)*	*Academic Departments*
172201	Biological Sciences	130	17	1	*College of Sciences (COS)*	*Academic Departments*
178501	Statistics	51	17	1	*College of Sciences (COS)*	*Academic Departments*
178601	Marine, Earth And Atmospheric	52	17	1	*College of Sciences (COS)*	*Academic Departments*
	tier1 group total			418		
170101	College of Sciences - Dean	33	17	2	*College of Sciences (COS)*	*Dean's Office/College Administration*
170501	College of Sciences Research	11	17	2	*College of Sciences (COS)*	*Dean's Office/College Administration*
171301	WISE Program	1	17	2	*College of Sciences (COS)*	*Dean's Office/College Administration*
	tier2 group total			45		
170522	Biological Resources Facility	5	17	3	*College of Sciences (COS)*	*Other COS units (i.e. center, institute, laboratory)*
171401	Sciences Machine Shop	3	17	3	*College of Sciences (COS)*	*Other COS units (i.e. center, institute, laboratory)*
171701	The Science House-Sciences	9	17	3	*College of Sciences (COS)*	*Other COS units (i.e. center, institute, laboratory)*
174102	Bioinformatics Res Ctr	6	17	3	*College of Sciences (COS)*	*Other COS units (i.e. center, institute, laboratory)*
174201	CRSC supplementary	1	17	3	*College of Sciences (COS)*	*Other COS units (i.e. center, institute, laboratory)*
178502	Statistic - ORIED LAS	1	17	3	*College of Sciences (COS)*	*Other COS units (i.e. center, institute, laboratory)*
178640	Marine, Earth & Atmospheric SC	1	17	3	*College of Sciences (COS)*	*Other COS units (i.e. center, institute, laboratory)*
179501	Sciences-State Climate Office	8	17	3	*College of Sciences (COS)*	*Other COS units (i.e. center, institute, laboratory)*
	tier3 group total			34		
	Division/College total	497				

QUESTIONS & SUGGESTIONS

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