

June 30, 2008

# Vancouver Island University Results of 2008 Employee Engagement Survey

# 2008 Employee Survey

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# Overview of Survey Process

# 2008 Employee Survey

## Survey Objectives

The objectives of the survey were to:

- Measure current perceptions of all employees
- Identify areas of strength and improvement
- Compare findings at VIU with national benchmarks

# 2008 Employee Survey

## Survey Content

- The employee survey contained 77 core items (43 of which are benchmarked and can be compared with Canadian norms)
- The survey contained a measure of employee engagement
- Items were organized into 15 dimensions:
  1. My Organization as a Place to Work
  2. About Your Job
  3. Teamwork & Cooperation
  4. Workplace Safety & Personal Security
  5. Fairness, Integrity and Ethics
  6. Communication
  7. Work/Life Balance
  8. Career/Training & Development
  9. Performance Management
  10. Benefits Communications
  11. Leadership/Mission/Values
  12. Administration/Management
  13. Tools and Resources
  14. Employee Commitment & Satisfaction
  15. Organizational Focus

## 2008 Employee Survey Survey Participation Rate

- The survey was administered, via the web, by Mercer Human Resources Consulting
- The administration window ran from February 4 through February 22, 2008
- The survey was available to 1055 employees
- 527 completed surveys were submitted for an overall participation rate of about 50%

# 2008 Employee Survey

## Review Guidelines

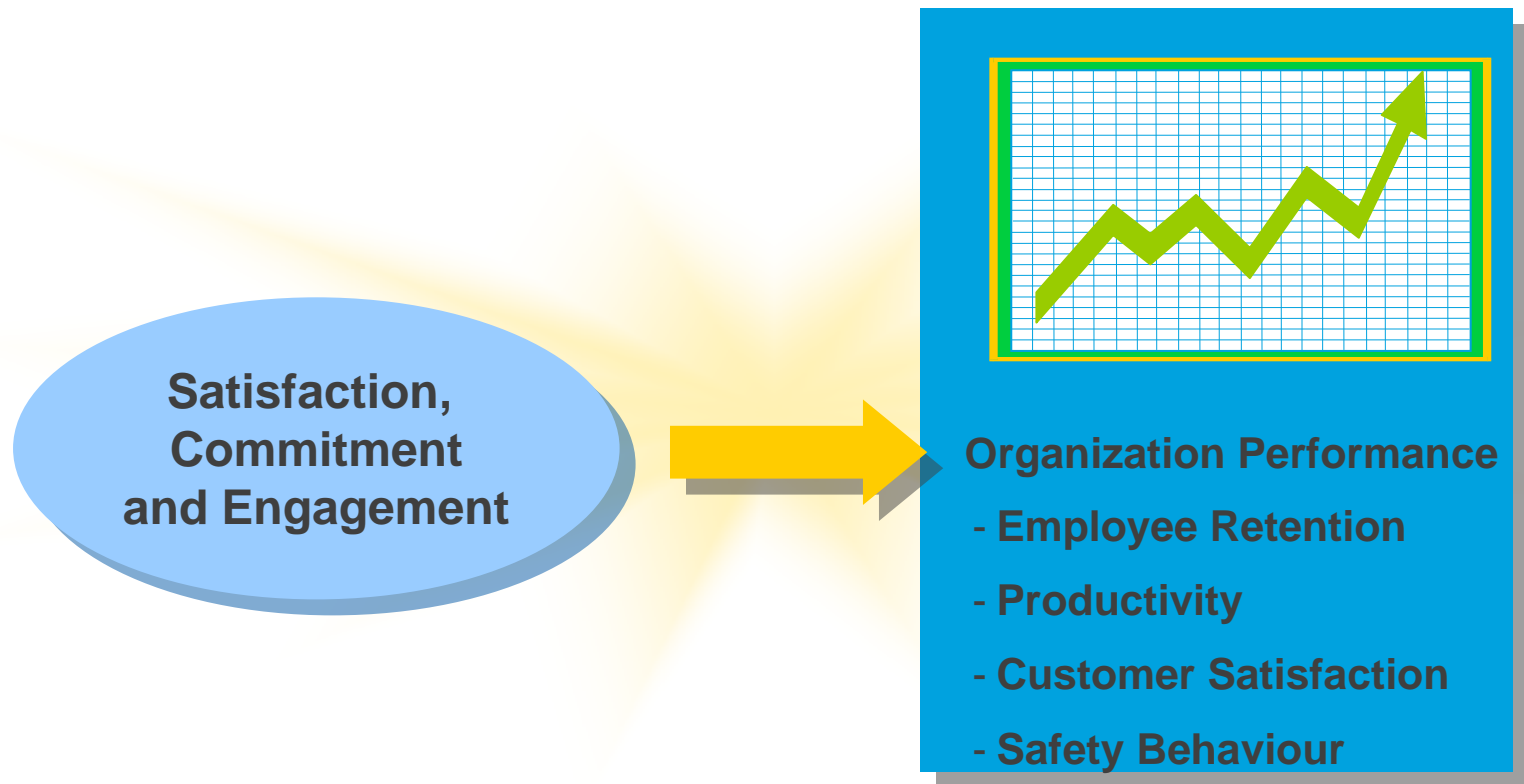
- Mercer advises that generally the following guidelines are used to interpret survey data:
  - 70% favourable or higher is considered a strength.
  - 50% favourable or lower is considered an opportunity for improvement.
  - A response that falls between these two levels is mixed.
  - 30% or more neutral is an opportunity for improvement.
- Normative comparisons provide important information to measure our performance against the Canadian working population.
- Key driver analysis may be used to identify the “critical few” areas on which to focus to maintain and improve employee engagement.

# Key Driver Analysis

# 2008 Employee Survey

## Drivers of Organizational Performance Outcomes

- Ongoing research has clearly established that work environment perceptions drive a range of positive organizational performance outcomes.



# 2008 Employee Survey

## Employee Engagement

- Engagement has to do with how an employee feels about his/her work experience – about his/her employer, leaders, and the environment.
- Employee engagement relates to, and has a reciprocal relationship with, the “implied contract” with an employer.
- Engagement is the passion people bring to their jobs, as evidenced by:
  - A willingness to go the extra mile
  - A commitment to remain with the organization
  - Motivation to perform to the highest standards
  - Pride in working for the organization
  - A sense of mutual purpose of excitement
  - Creative energy applied to their work
  - A vested interest in the company’s success
  - A feeling that personal and organizational goals are aligned

# 2008 Employee Survey

## Steps to Conducting the Key Driver Analysis

### **Mercer Key Driver Analysis Steps :**

- A statistical analysis was first conducted to group conceptually similar items together by theme, resulting in dimensions or factors (including engagement)
- Following this factor analysis, a test was performed to uncover which of the resulting dimensions most strongly predict employee engagement
- The items from the dimensions identified above were then analyzed to determine specific leverage points for increasing employee engagement
  - A regression analysis was used to identify those items that most strongly predict employee engagement
- In summary, the analysis described here reveals which survey items are most strongly related to employee engagement

# 2008 Employee Survey

## Key Drivers of Employee Engagement

- Statistical analysis revealed that the following items make up our employee engagement index:

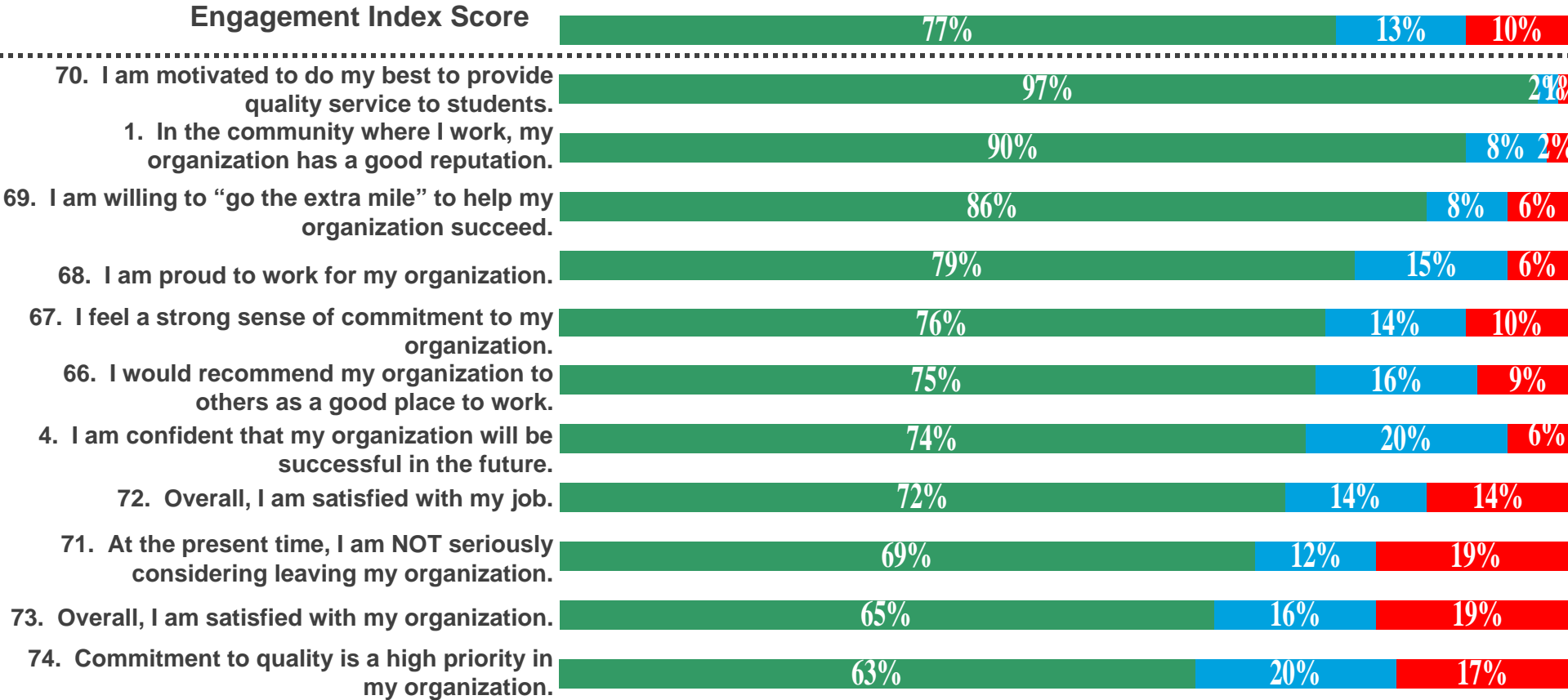
### Employee Engagement

- Q1 In the community where I work, my organization has a good reputation.
- Q4 I am confident that my organization will be successful in the future.
- Q66 I would recommend my organization to others as a good place to work.
- Q67 I feel a strong sense of commitment to my organization.
- Q68 I am proud to work for my organization.
- Q69 I am willing to “go the extra mile” to help my organization succeed.
- Q70 I am motivated to do my best to provide quality service to students.
- Q71 At the present time, I am NOT seriously considering leaving my organization.
- Q72 Overall, I am satisfied with my job.
- Q73 Overall, I am satisfied with my organization.
- Q74 Commitment to quality is a high priority in my organization.

# 2008 Employee Survey

## The Current Level of Employee Engagement

Vancouver Island University Overall



■ Favourable ■ Neutral ■ Unfavourable

# 2008 Employee Survey

## Key Drivers of Engagement

- There were five key drivers of engagement

8. My work gives me a feeling of personal accomplishment. (\* #2)

77. Overall, my organization is doing a good job satisfying its students. (\* #15)

2. My organization shows a great of loyalty to its employees. (\* #1)

37. Overall, I am confident that I will be able to achieve my long-term career objectives at my organization. (\* #8)

39. My organization is doing a good job of retaining its most talented people. (\* #8)

pr = .46

pr = .33

pr = .31

pr = .27

pr = .27

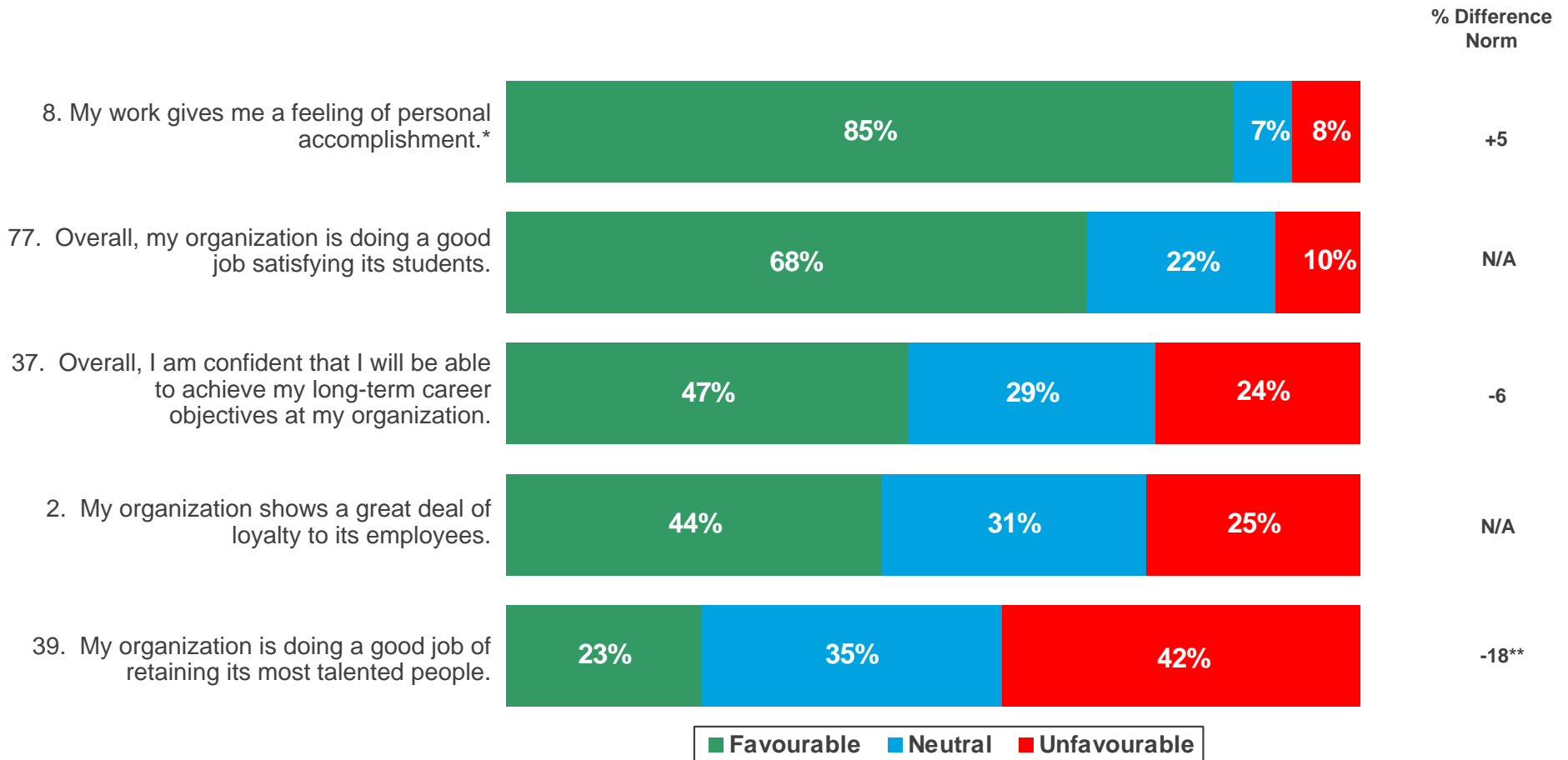
“pr” = correlation coefficient measuring the relationship between each \*dimension and the outcome; the higher the score the stronger the relationship.

**Employee Engagement**

\*Dimensions - see page 4

# 2008 Employee Survey

## Key Drivers of Employee Engagement



\* This item is among the Top Ten Favourable Items

\*\*Indicates statistically significant difference.

# 2008 Employee Survey

## Key Drivers of Employee Engagement

- The key drivers of employee engagement come from the following dimensions: My Organization as a Place to Work (Q2), About Your Job (Q8), Career/Training & Development (Q37, Q39) and Organizational Focus (Q77)
- Key drivers help us focus on where improvements can be made
  - To most effectively improve employee engagement future efforts can be directed at some of these drivers, taking into consideration the survey results of the drivers

For example:

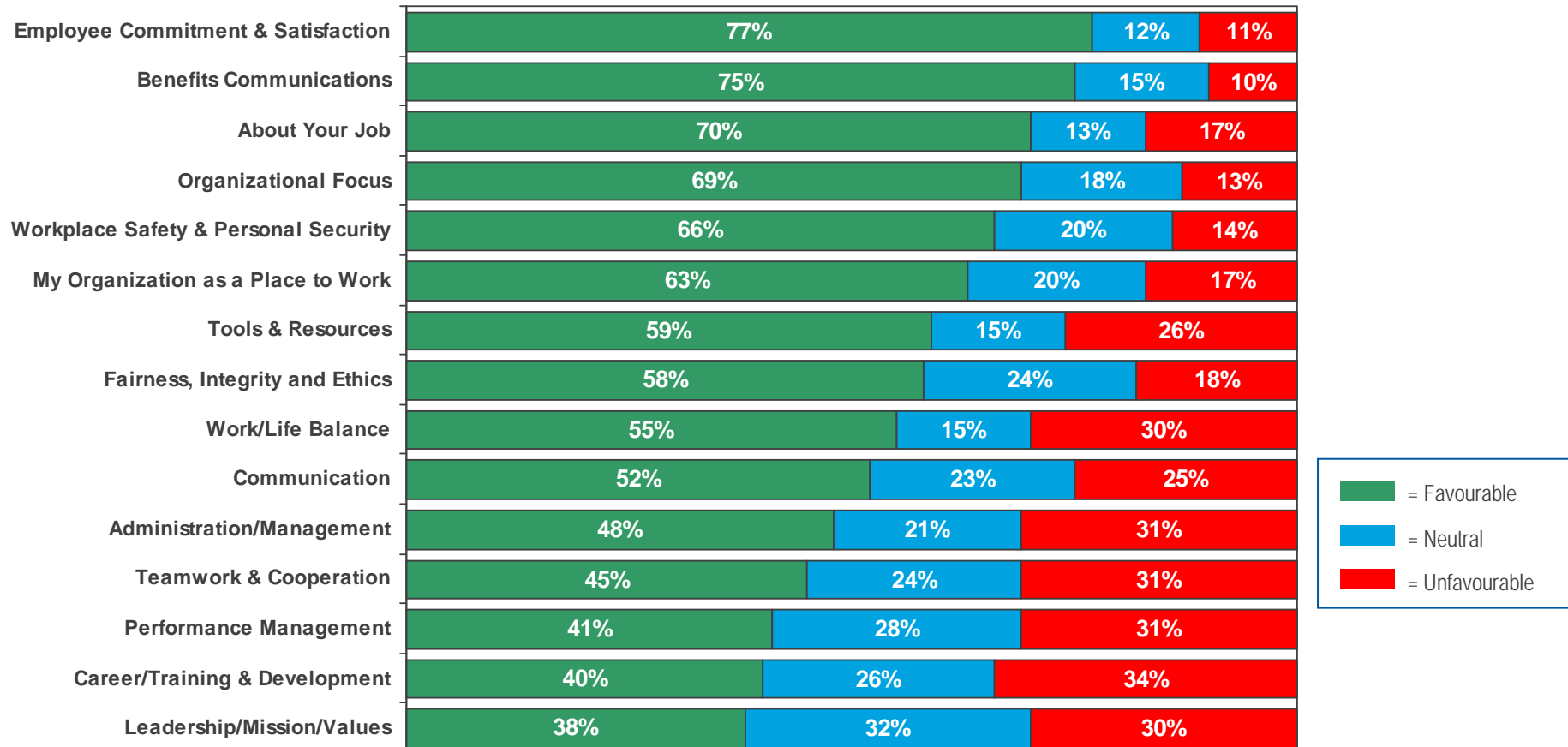
- “My organization shows a great deal of loyalty to its employees” was a key driver with a  $pr=.31$  and was rated favourably by only 44% of respondents
- “My work gives me a feeling of personal accomplishment”, which had a  $pr=.46$  and a favourability rating of 85%
- “My organization does a good job of retaining its most talented people” has a relatively strong relationship to employee engagement ( $pr=.27$ ), low survey result (23% favourable)

# Overall Results

# 2008 Employee Survey

## Dimensions Ranked by Favourability

- Employee Commitment and Satisfaction was the highest rated dimension in the survey, followed by Benefits Communications. Leadership/Mission/Values was the lowest-rated dimension.



# 2008 Employee Survey

## Dimension Scan Across Demographic - Employee Status

- Benefits Communications was rated significantly less favourably by non-regular employees versus overall respondents

	Total BCCC (N=3045)	Total Malaspina (N=527)	Regular (N=471)	Non-regular (N=54)
Dimension	%Fav	%Fav	% Difference	
My Organization as a Place to Work	61	63	0	2
About Your Job	72	70	1	-2
Teamwork & Cooperation	49	45	-1	5
Workplace Safety & Personal Security	65	66	-1	7
Fairness, Integrity and Ethics	59	58	0	0
Communication	52	52	0	3
Work/Life Balance	60	55	1	-4
Career/Training & Development	46	40	1	-10
Performance Management	46	41	0	-4
Benefits Communications	74	75	3	-30
Leadership/Mission/Values	36	38	0	-2
Administration/Management	53	48	-1	0
Tools and Resources	58	59	-1	5
Employee Commitment & Satisfaction	75	77	1	-5
Organizational Focus	67	69	1	-5



# 2008 Employee Survey

## Dimension Scan Across Demographic - Percentage Appointment

- Employees with less than 50% appointment rated Benefits Communications significantly less favourably than overall respondents

Dimension	Demographic				
	Total BCCC (N=3045)	Total Malaspina (N=527)	100% (N=373)	50% - 99% (N=120)	<50% (N=31)
	%Fav	%Fav	% Difference		
My Organization as a Place to Work	61	63	0	0	0
About Your Job	72	70	1	0	-2
Teamwork & Cooperation	49	45	0	1	-3
Workplace Safety & Personal Security	65	66	-1	0	10
Fairness, Integrity and Ethics	59	58	2	-2	-5
Communication	52	52	0	0	0
Work/Life Balance	60	55	-3	9	1
Career/Training & Development	46	40	1	-1	-8
Performance Management	46	41	0	-1	-2
Benefits Communications	74	75	2	0	<b>-26</b>
Leadership/Mission/Values	36	38	0	-2	-3
Administration/Management	53	48	0	-1	-4
Tools and Resources	58	59	-2	4	6
Employee Commitment & Satisfaction	75	77	2	-3	-6
Organizational Focus	67	69	1	-1	-2

BCCC = BC Colleges Consortium



= Significantly below Total VIU



= Significantly above Total VIU

# 2008 Employee Survey

## Dimension Scan Across Demographic - Jurisdiction

- Excluded Administration rated several categories more favourably than overall respondents
- Faculty rated Work/Life Balance and Tools and Resources significantly less favourably than overall respondents; Support Staff rated the same categories more favourably

Dimension	Demographic				
	Total BCCC (N=3045)	Total Malaspina (N=527)	Excluded Administration (N=84)	Faculty (N=282)	Support Staff (N=156)
	%Fav	%Fav	% Difference		
My Organization as a Place to Work	61	63	9	-4	3
About Your Job	72	70	5	1	-3
Teamwork & Cooperation	49	45	10	-4	1
Workplace Safety & Personal Security	65	66	14	-5	3
Fairness, Integrity and Ethics	59	58	15	-4	2
Communication	52	52	13	-3	-1
Work/Life Balance	60	55	-6	-7	17
Career/Training & Development	46	40	8	-3	2
Performance Management	46	41	1	0	0
Benefits Communications	74	75	9	-3	0
Leadership/Mission/Values	36	38	7	-4	3
Administration/Management	53	48	5	-2	0
Tools and Resources	58	59	14	-12	14
Employee Commitment & Satisfaction	75	77	8	-3	2
Organizational Focus	67	69	5	-3	4



# 2008 Employee Survey

## Dimension Scan Across Demographic - Age Group

- Benefits Communications was rated significantly less favourably by respondents in the 25-34 year age group versus overall respondents

Dimension	Demographic									
	Total BCCC (N=3045)	Total Malaspina (N=527)	Less than 25 years (N=2)	25 to 34 years (N=2)	35 to 44 years (N=40)	45 to 54 years (N=119)	55 to 59 years (N=238)	60 to 65 years (N=90)	Greater than 65 years (N=3)	
	%Fav	%Fav	% Difference							
My Organization as a Place to Work	61	63	INS	7	0	-1	0	5	INS	
About Your Job	72	70	INS	3	-2	0	5	8	INS	
Teamwork & Cooperation	49	45	INS	5	1	-2	-1	6	INS	
Workplace Safety & Personal Security	65	66	INS	7	3	-1	0	-4	INS	
Fairness, Integrity and Ethics	59	58	INS	12	2	-1	-6	11	INS	
Communication	52	52	INS	13	-1	-2	-1	8	INS	
Work/Life Balance	60	55	INS	6	-7	-1	10	-5	INS	
Career/Training & Development	46	40	INS	1	0	-2	3	4	INS	
Performance Management	46	41	INS	1	2	-1	-1	2	INS	
Benefits Communications	74	75	INS	-16	-4	2	6	13	INS	
Leadership/Mission/Values	36	38	INS	12	3	-4	0	1	INS	
Administration/Management	53	48	INS	12	1	-4	-1	9	INS	
Tools and Resources	58	59	INS	0	-1	-4	10	3	INS	
Employee Commitment & Satisfaction	75	77	INS	3	-5	2	-1	9	INS	
Organizational Focus	67	69	INS	7	0	0	-1	3	INS	



# 2008 Employee Survey

## Dimension Scan Across Demographic - Years of Service

- Employees with less than one year of service rate almost half of all dimensions significantly more favourably than overall respondents
- Employees with 21-25 years of service rated Administration/Management significantly less favourably than overall respondents

	Total BCCC (N=3045)	Total Malaspina (N=527)	Less than 1 (N=37)	1-4 (N=113)	5-10 (N=157)	11-20 (N=160)	21-25 (N=28)	26-30 (N=14)	Greater than 30 (N=9)
Dimension	%Fav	%Fav	% Difference						
My Organization as a Place to Work	61	63	18	6	-3	-2	-9	5	INS
About Your Job	72	70	5	0	-1	4	-14	6	INS
Teamwork & Cooperation	49	45	18	6	-3	-3	-16	0	INS
Workplace Safety & Personal Security	65	66	12	5	1	-3	-12	-6	INS
Fairness, Integrity and Ethics	59	58	19	6	0	-4	-15	-3	INS
Communication	52	52	27	8	-4	-5	-14	3	INS
Work/Life Balance	60	55	6	1	0	0	-1	2	INS
Career/Training & Development	46	40	13	3	-4	-2	-6	5	INS
Performance Management	46	41	4	2	0	0	-11	-5	INS
Benefits Communications	74	75	-4	-4	-1	2	8	15	INS
Leadership/Mission/Values	36	38	17	7	-1	-6	-6	-6	INS
Administration/Management	53	48	19	6	-2	-3	-24	5	INS
Tools and Resources	58	59	10	5	-4	-6	7	2	INS
Employee Commitment & Satisfaction	75	77	12	0	-1	0	-10	10	INS
Organizational Focus	67	69	17	2	-1	-2	-14	8	INS

BCCC = BC Colleges Consortium



= Significantly below Total VIU

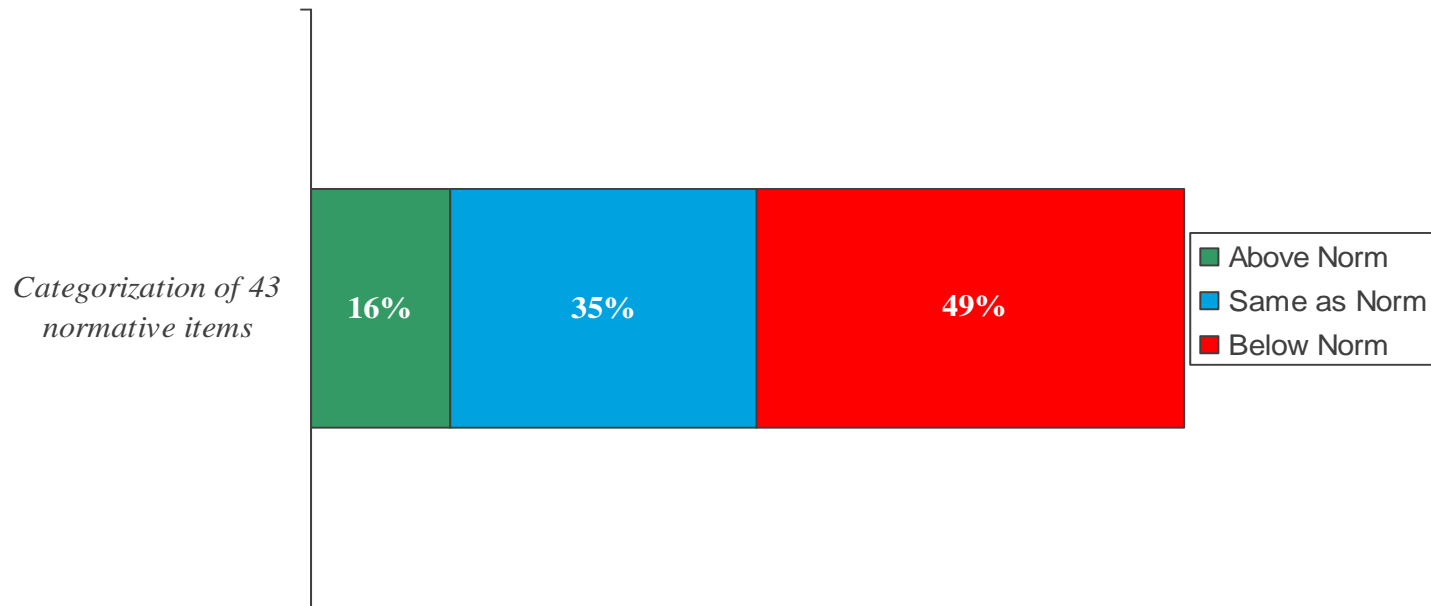


= Significantly above Total VIU

# 2008 Employee Survey

## Normative Comparison

- When our results are compared to Mercer's Canadian norms (which are comprised of data from employees in approximately 800 organizations), 16% of the normative items included in the survey are *significantly* above the norm.



# 2008 Employee Survey

## Normative Comparison

Questions Results Ranked by <i>Greatest Positive Differences</i> from Norm	2008 % Fav	Diff from Norm
48. My organization has done a good job of communicating benefits.	74%	+13
49. I can easily find out answers to questions I have about my benefits package.	84%	+13
31. If my organization was to conduct an employee opinion survey, I believe management would communicate the major findings to employees.	63%	+12
66. I would recommend my organization to others as a good place to work.	75%	+12
71. At the present time, I am NOT seriously considering leaving my organization.	69%	+11
67. I feel a strong sense of commitment to my organization.	76%	+9
68. I am proud to work for my organization.	79%	+7

 = Significantly above Norm

# 2008 Employee Survey

## Normative Comparison

Questions Results Ranked by <i>Greatest Negative Differences</i> from Norm	2008 % Fav	Diff from Norm
43. Our performance evaluation process adequately distinguishes among poor, average, and good performers.	15%	<b>-51</b>
44. My last performance evaluation was helpful in identifying actions I could take to improve my performance.	32%	<b>-39</b>
56. Senior leadership at my organization does a good job understanding the problems that employees experience in their jobs.	22%	<b>-35</b>
36. I get regular feedback on how well I'm doing in my job.	29%	<b>-27</b>
42. When I do a good job, my performance is recognized.	37%	<b>-24</b>
46. Promotions are given to the most qualified employees at my organization.	12%	<b>-23</b>
12. In general, the amount of work I am expected to do is reasonable.	51%	<b>-19</b>
64. I have the resources I need to do a good job (e.g., equipment, supplies, materials, information, etc.).	62%	<b>-19</b>
54. Senior leadership at my organization does a good job confronting issues before they become major problems.	28%	<b>-19</b>
38. My organization is doing a good job of developing people to their full potential.	25%	<b>-18</b>
39. My organization is doing a good job of retaining its most talented people.	23%	<b>-18</b>

 = Significantly below Norm

# 2008 Employee Survey

## Top 10 Favourable Scores

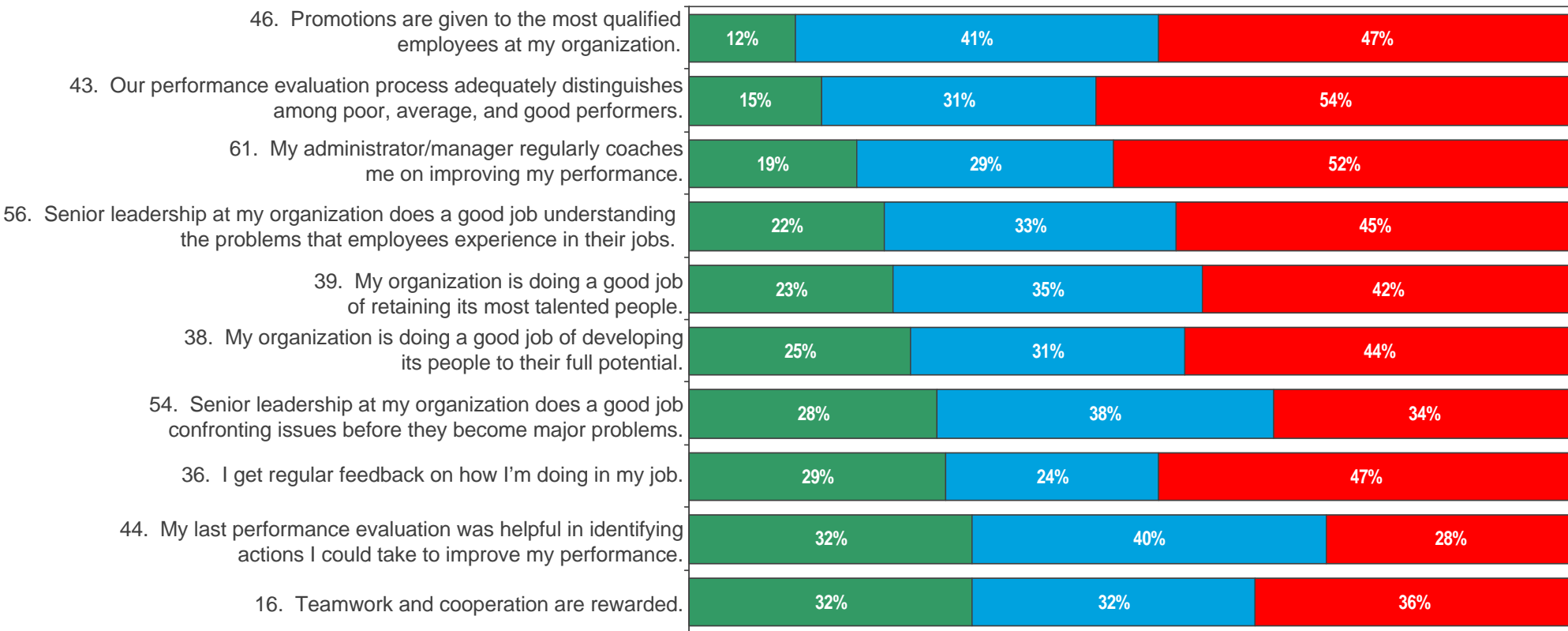
- 7 of the top 10 items were at or above 80% favourable, indicating excellent scores on those items.
- Four items were from the Employee Commitment & Satisfaction dimension, while two were from My Organization as a Place to Work and two were from Benefits Communications.



# 2008 Employee Survey

## Bottom 10 Favourable Scores

- All items in the Bottom 10 Favourable have favourability scores that are quite low.
- Three of lowest-scoring items came from the Performance Management dimension, three came from Career/Training & Development and two items came from the Leadership/Mission/Values.



# Comments

# 2008 Employee Survey

## Comments

- At the end of the survey, employees were given the opportunity to answer one question in an open-comment format, “What is one thing your organization can do to better meet your needs as an employee?”
- 453 comments were provided
- A theme distribution and a sample of quotes are provided on the following page

# 2008 Employee Survey Comments

*What is one thing your organization can do to better meet your needs as an employee?*

Theme	Frequency	Percentage
Benefits/Compensation	60	13%
Communication	54	12%
Training and Career Development	54	12%
Management	51	11%
Work Environment	38	8%
Performance Management	36	8%
Cooperation and Teamwork	30	7%
Fairness and Trust	30	7%
Workplace Safety	9	2%
Other	91	20%
<b>Total</b>	<b>453</b>	<b>100%</b>

## 2008 Employee Survey Comments

- Responses to the comment question “What is one thing your organization can do to better meet your needs as an employee?” indicate some potential areas of concern:
  - Many respondents would like extended benefits for medical services such as chiropractors, massage therapists, physiotherapy, eye exams, etc.
  - There were several comments about sessional/term employees not having enough benefits
  - Many respondents commented that the communications they receive from senior management is not forthcoming and lacks transparency
  - Some respondents felt that funding should be increased for conferences and research activities
  - There were several mentions of problems with workload (some employees, particularly support staff, felt that they are overworked)
    - There is a sense that work is not divided fairly, that some employees get away with doing little
  - There were a couple of mentions of bathrooms not being clean enough and poor quality of work spaces
  - Some respondents indicated that performance reviews do not occur regularly

# Conclusions

# 2008 Employee Survey

## Conclusions

- Overall, survey results were mixed, with some areas scoring well and others requiring improvement
  - Our engagement score was 77%, a strong finding
  - The three highest-scoring dimensions were Employee Commitment & Satisfaction, Benefits Communications and About Your Job
  - Many individual items were rated very high, such as “I am motivated to do my best to provide quality service to students” (97% favourable) and “In the community where I work, my organization has a good reputation” (90% favourable)
- There are some areas for improvement
  - Five dimensions were below 50% favourable: Leadership/Mission/Values, Career/Training & Development, Performance Management, Teamwork & Cooperation, Administration/Management
  - A relatively large number of individual items fell below 50% favourable, including “Promotions are given to the most qualified employees at my organization” at 12% favourable and “Our performance evaluation process adequately distinguishes among poor, average, and good performers” at 15% favourable

# 2008 Employee Survey

## Conclusions

- Five key drivers of engagement were identified:
  - My work gives me a feeling of personal accomplishment.
  - Overall, my organization is doing a good job satisfying its students.
  - My organization shows a great deal of loyalty to its employees.
  - Overall, I am confident that I will be able to achieve my long-term career objectives at my organization.
  - My organization is doing a good job of retaining its most talented people.

# 2008 Employee Survey

## Conclusions

- Non-regular employees rated Benefits Communications less favourably than regular employees
- Employees with less than 50% appointment rated Benefits Communications less favourably than overall respondents
- Excluded Administration rated 4 dimensions more favourably than overall respondents: Workplace Safety & Personal Security, Fairness, Integrity and Ethics, Communication, Tools & Resources
- Faculty rated Work/Life Balance and Tools & Resources significantly less favourably than overall respondents; Support Staff rated these dimensions more favourably
- Performance Management was rated more favourably by 25- to 34-year olds
- Employees with 21-25 years of service rated Administration/Management less favourably than overall respondents
- Employees with less than 1 year of service rated several dimensions more favourably than overall respondents

# 2008 Employee Survey

## Conclusions: Next Steps

- After determining how the survey results correspond with our goals and future direction, next steps will be to determine the areas on which focus will be in the coming year
  - The areas of focus will be determined by considering a combination of the key drivers, the low-performing survey items, and a theme summary of the open-ended comment question, with most emphasis on the key drivers.
  - Review findings and key drivers and develop action plans to move forward
  - Communicate survey-related actions and results throughout the year
  - Celebrate strengths