Employee Experience Survey:
Results, Discussion and Action Planning

Lakehead UNIVERSITY

2019 Experience Survey

- Launched in October 2019
- Partnership with Metrics@Work
- Provide a snapshot
- Continuous improvement

YOUR VOICE MATTERS

We Want to Hear from You

OCTOBER 1 - 22, 2019

The success of the **Employee Experience Survey** depends on your participation.

✓ All responses are confidential. Individual responses will not be attributed to the respondent

✓ All responses are gathered by Metrics@Work, and no individual results will be returned to Lakehead University

✓ Complete the survey for a chance to win an iPad, among other great prizes

COMPLETE ONLINE

You can complete the survey through the unique link emailed to you from **Metrics@Work**

Look for it in your inbox!

Lakehead University has partnered with Metrics@Work to design and deliver this survey

Lakehead UNIVERSITY

For more information about the Employee Experience Survey, visit: **lakeheadu.ca/survey**

LU Engagement Drivers By Level

Drivers (Predictors) of Engagement

Job Drivers

1. Job: Communication
2. Job: Innovation Encouragement
3. Job: Job Control
4. Job: Role Clarity
5. Job: Work Impact on Personal Life
6. Job: Work Recognition
7. Job: Workload Manageability

Department Drivers

1. Dept: Physical Safety
2. Dept: Academic Leadership Role (Fac)
3. Dept: Colleague Research Discussions (Fac)
4. Dept: Comfort Raising Issues
5. Dept: Communication
6. Dept: Conflicts Addressed
7. Dept: Effective Leader Planning
8. Dept: Faculty Mentored (Fac)
9. Dept: Inappropriate Behaviours not Tolerated
10. Dept: Individual Recognition
11. Dept: Information Sharing
12. Dept: Inter-department Cooperation
13. Dept: Interpersonal Communication
14. Dept: Involvement in Decision Making
15. Dept: Involvement in Decisions
16. Dept: Leader Accessibility
17. Dept: Ldr Approachable in Difficult Situations

Dept. Drivers Cont.

1. Dept: Leader Feedback
2. Dept: Leader Responsive to Ideas
3. Dept: Leader Satisfaction
4. Dept: Professional Development
5. Dept: Psychological Safety
6. Dept: Research is Respected and Valued (Fac)
7. Dept: Respect
8. Dept: Service Contribution (Fac)
9. Dept: Support for Diversity
10. Dept: Teaching Excellence (Fac)
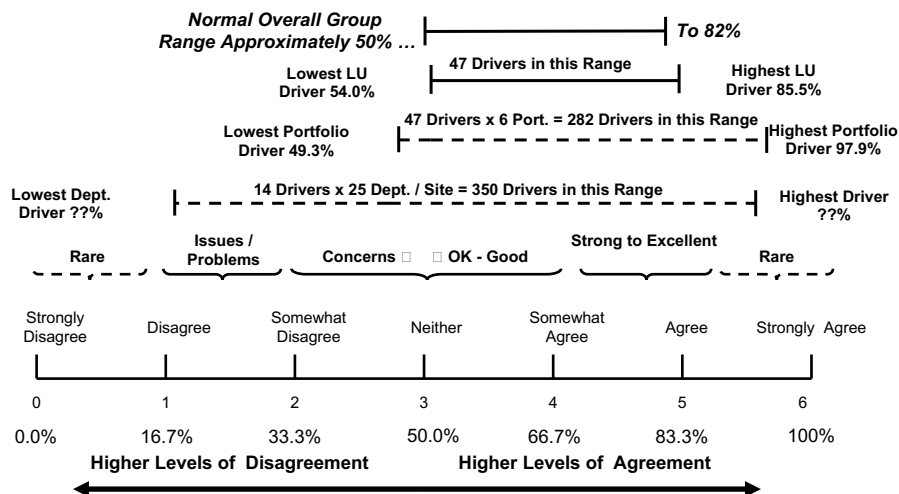11. Dept: Training and Professional Development (Fac)

LU Engagement Drivers By Level

Drivers (Predictors) of Engagement

Organizational Drivers

1. Org: Adequacy of Services for Mental Health
2. Org: Clear Executive Planning
3. Org: Emergency Procedures Clearly Communicated
4. Org: Encouraged to Develop Skills
5. Org: Feel Informed
6. Org: Feel Physically Safe on Campus
7. Org: Knowledge for Unsafe Situations
8. Org: My Work Supports Strategic Priorities
9. Org: Opportunities for Professional Development
10. Org: Organizational Communication
11. Org: Satisfaction with Executive Leadership
12. Org: University Communications for Emergency

Understanding the Data LU Overall

Normal Overall Group Range Approximately 50% ... ————————————— **To 82%**

47 Drivers in this Range

Lowest LU Driver 54.0% ——————————— **Highest LU Driver 85.5%**

47 Drivers x 6 Port. = 282 Drivers in this Range

Lowest Portfolio Driver 49.3% —————————— **Highest Portfolio Driver 97.9%**

Lowest Dept. Driver ??% — **14 Drivers x 25 Dept. / Site = 350 Drivers in this Range** — **Highest Driver ??%**

Rare	Issues / Problems	Concerns	OK - Good	Strong to Excellent	Rare

Strongly Disagree	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Strongly Agree
0	1	2	3	4	5	6
0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100%

Higher Levels of Disagreement ←————————————→ **Higher Levels of Agreement**

- Your Group's Score is the Average Level or Amount of Agreement / Engagement for a Driver
- Not like a report card – A's are 80's and so virtually no groups get all A's
- Averages are good for summarizing but they hide group differences (MUST look deeper)
- A Score out of 100 DOES NOT mean the % who agree, it's the score out of 100% (maximum)
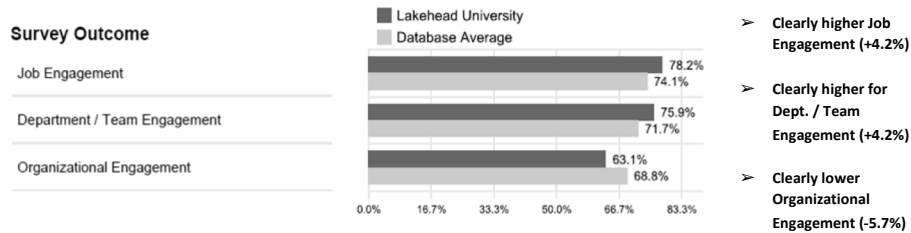

Response Rate Profile - LU

	# of Responses	# of Employees	%
Lakehead University	997	1901	52.4%

By Employment Status	# of Responses	# of Employees	%
Permanent (FT and PT)	585	822	71.2%
Contract/Term/Casual	384	1079	35.6%
No Employment Status Selected	28	N/A	N/A

By Portfolio	# of Responses	# of Employees	%
Office of the President	9	16	56.3%
Provost & Vice President, Academic	693	1466	47.3%
Vice-President, Administration & Finance	184	326	56.4%
Vice-President, External Relations	24	31	77.4%
Vice-President, Research & Innovation	38	59	64.4%
Orillia Campus	27	N/A	N/A
No Department Selected	22	N/A	N/A

Response Rates are:
1. Important since you "extrapolate" sample results to the entire group (population). All samples are accidental, not randomly selected, so biases in responding sample can skew results
2. Interpreting survey results requires "discussion"
   a. Do the results "fit" lived experience (important for consensus and understanding root causes), and
   b. What do you want to retain (as strengths)?, and
   c. What do you desire to change? A team needs strong desire and shared/consensus to be successful
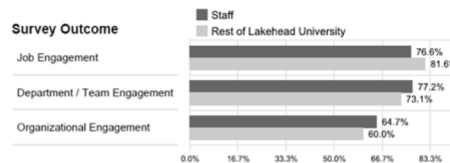
Response Rate Profile - LU

Survey Outcome

■ Lakehead University
□ Database Average

Job Engagement — 78.2% / 74.1%

Department / Team Engagement — 75.9% / 71.7%

Organizational Engagement — 63.1% / 68.8%

(axis: 0.0% 16.7% 33.3% 50.0% 66.7% 83.3%)

- ➢ **Clearly higher Job Engagement (+4.2%)**
- ➢ **Clearly higher for Dept. / Team Engagement (+4.2%)**
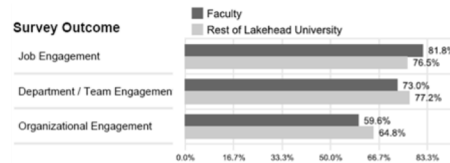- ➢ **Clearly lower Organizational Engagement (-5.7%)**

Takeaways:
1. Local Engagement is strong, i.e., job, team, department engagement, but
2. Organizational engagement appears to be lower, partly an effect seen in many universities due to lower faculty engagement with their university, relative to higher engagement by staff and job engagement is the reverse – see staff versus faculty slide
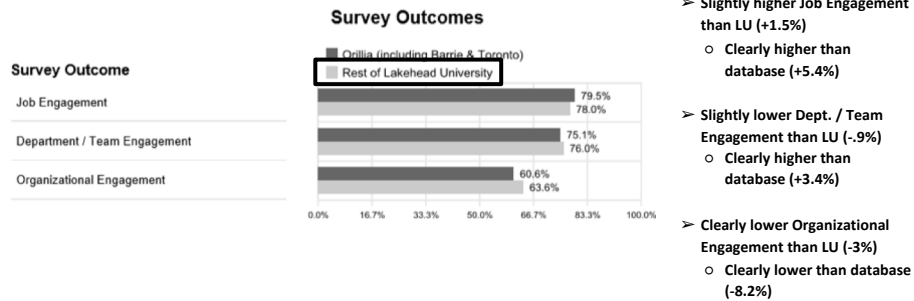
Survey Outcome — ■ Staff / □ Rest of Lakehead University

Job Engagement — 76.6% / 81.6%

Department / Team Engagement — 77.2% / 73.1%

Organizational Engagement — 64.7% / 60.0%

(axis: 0.0% 16.7% 33.3% 50.0% 66.7% 83.3%)

Survey Outcome — ■ Faculty / □ Rest of Lakehead University

Job Engagement — 81.8% / 76.5%

Department / Team Engagement — 73.0% / 77.2%

Organizational Engagement — 59.6% / 64.8%

(axis: 0.0% 16.7% 33.3% 50.0% 66.7% 83.3%)

Response Rate Profile for Orillia

	# of Responses
Orillia (including Barrie & Toronto)	154

By Employment Status	# of Responses
Permanent (FT and PT)	67
Contract/Term/Casual	82
No Employment Status Selected	5

By Employment Type	# of Responses
Faculty	67
Staff	85
No Employment Type Selected (too small to report)	2

By Employment Category	# of Responses
CUPE (Tutors, GA, RA)	28
COPE (Office and clerical)	7
LUFA (Faculty & Librarians)	56
LUTA (Technicians) (too small to report)	4
Non-Union (excluding Technicians)	47
OPSEU (Technology Services Centre) (too small to report)	2
Senior Administration (too small to report)	3
USW (Security) (too small to report)	4
No Employment Category Selected (too small to report)	3

By Years of Service	# of Responses
Less than 1 year	49
1-5 years	60
6-10 years	28
11-20 years	15
More than 20 years (too small to report)	2

Orillia Campus Survey Outcomes

Survey Outcomes

■ Orillia (including Barrie & Toronto)
☐ Rest of Lakehead University

Survey Outcome	
Job Engagement	79.5% / 78.0%
Department / Team Engagement	75.1% / 76.0%
Organizational Engagement	60.6% / 63.6%

0.0%   16.7%   33.3%   50.0%   66.7%   83.3%   100.0%

➢ **Slightly higher Job Engagement than LU (+1.5%)**
  ○ **Clearly higher than database (+5.4%)**

➢ **Slightly lower Dept. / Team Engagement than LU (-.9%)**
  ○ **Clearly higher than database (+3.4%)**

➢ **Clearly lower Organizational Engagement than LU (-3%)**
  ○ **Clearly lower than database (-8.2%)**

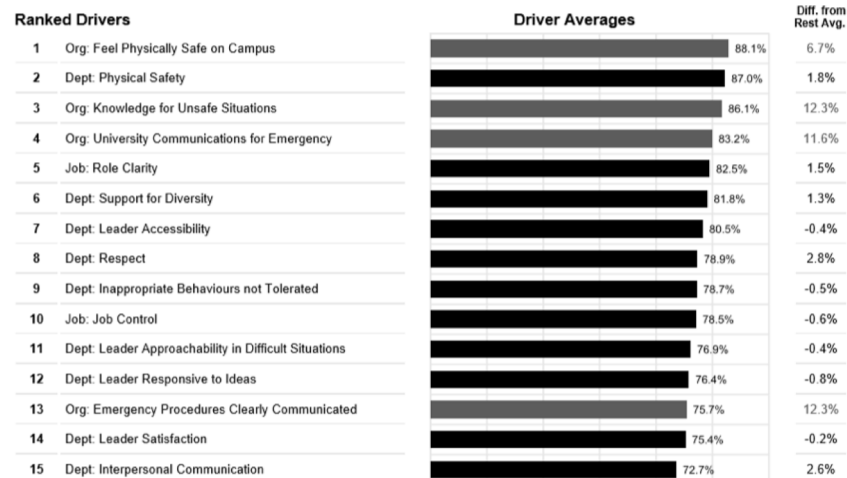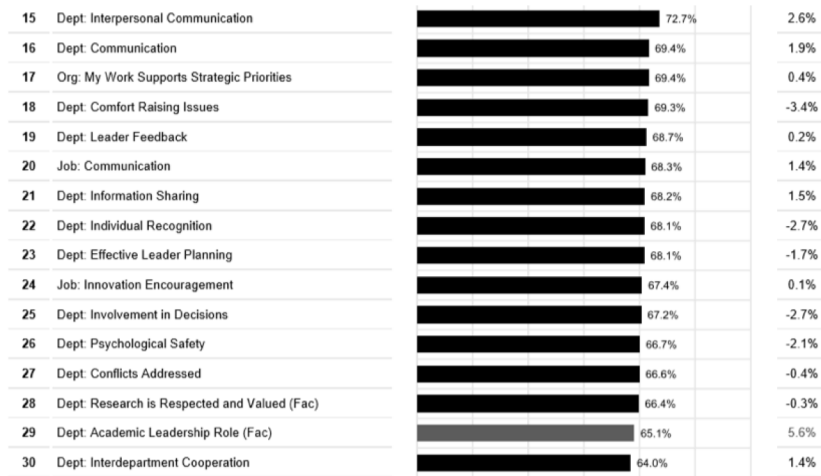**Takeaways:**
- Strong local/job engagement
- Lower department/team, which could be due to the fact that many faculty and staff are removed from their larger team based in Thunder Bay (however, still higher than database average)
- Considerably lower organizational engagement may also be a result of the added challenge of being removed from the majority of decision makers

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Graph of Driver Averages

Driver Averages

	Ranked Drivers	Driver Averages	Diff. from Rest Avg.
1	Org: Feel Physically Safe on Campus	88.1%	6.7%
2	Dept: Physical Safety	87.0%	1.8%
3	Org: Knowledge for Unsafe Situations	86.1%	12.3%
4	Org: University Communications for Emergency	83.2%	11.6%
5	Job: Role Clarity	82.5%	1.5%
6	Dept: Support for Diversity	81.8%	1.3%
7	Dept: Leader Accessibility	80.5%	-0.4%
8	Dept: Respect	78.9%	2.8%
9	Dept: Inappropriate Behaviours not Tolerated	78.7%	-0.5%
10	Job: Job Control	78.5%	-0.6%
11	Dept: Leader Approachability in Difficult Situations	76.9%	-0.4%
12	Dept: Leader Responsive to Ideas	76.4%	-0.8%
13	Org: Emergency Procedures Clearly Communicated	75.7%	12.3%
14	Dept: Leader Satisfaction	75.4%	-0.2%
15	Dept: Interpersonal Communication	72.7%	2.6%

Graph of Driver Averages Cont.

#	Driver	%	Change
15	Dept: Interpersonal Communication	72.7%	2.6%
16	Dept: Communication	69.4%	1.9%
17	Org: My Work Supports Strategic Priorities	69.4%	0.4%
18	Dept: Comfort Raising Issues	69.3%	-3.4%
19	Dept: Leader Feedback	68.7%	0.2%
20	Job: Communication	68.3%	1.4%
21	Dept: Information Sharing	68.2%	1.5%
22	Dept: Individual Recognition	68.1%	-2.7%
23	Dept: Effective Leader Planning	68.1%	-1.7%
24	Job: Innovation Encouragement	67.4%	0.1%
25	Dept: Involvement in Decisions	67.2%	-2.7%
26	Dept: Psychological Safety	66.7%	-2.1%
27	Dept: Conflicts Addressed	66.6%	-0.4%
28	Dept: Research is Respected and Valued (Fac)	66.4%	-0.3%
29	Dept: Academic Leadership Role (Fac)	65.1%	5.6%
30	Dept: Interdepartment Cooperation	64.0%	1.4%

Graph of Driver Averages Cont.

#	Driver	%	Change
31	Job: Work Recognition	63.9%	-1.1%
32	Job: Workload Manageability	63.9%	1.2%
33	Dept: Involvement in Decision Making	63.9%	-3.7%
34	Org: Encouraged to Develop Skills	62.8%	-0.7%
35	Dept: Teaching Excellence (Fac)	62.6%	-1.9%
36	Org: Feel Informed	62.6%	0.2%
37	Org: Satisfaction with Executive Leadership	60.2%	-1.5%
38	Org: Adequacy of Services for Mental Health	59.3%	0.9%
39	Org: Organizational Communication	58.5%	-1.8%
40	Org: Clear Executive Planning	57.2%	-0.9%
41	Job: Work Impact on Personal Life	56.3%	-2.8%
42	Dept: Service Contribution (Fac)	56.3%	-4.9%
43	Dept: Professional Development	56.2%	-5.2%
44	Org: Opportunities for Professional Development	51.1%	-5.0%
45	Dept: Training and Professional Development (Fac)	49.2%	-7.6%
46	Dept: Faculty Mentored (Fac)	47.7%	-8.0%
47	Dept: Colleague Research Discussions (Fac)	46.2%	-10.3%

0.0%   16.7%   33.3%   50.0%   66.7%   83.3%   100.0%

DISCUSSION & ACTIVITY

Discussion

Using the raise hand function or submitting through the chat, think about and feel free to share:

1) What should we be proud of? What areas have we scored high?

2) *Why* do we think we scored high in these areas?

Pertinent Areas of Focus

- All staff will be having (or already have had) results and action planning meetings with their own departments

- Generally, 'job' and 'department' drivers are most suitable to action for front line managers/supervisors

- The Office of the Principal has reviewed and identified a variety of drivers that are actionable for our local Orillia team

Optional Drivers List - To be ranked

Ranked Driver:

#17 - Org: My Work Supports Strategic Planning

#22 - Dept: Individual Recognition

#25 - Dept: Involvement in Decision Making

#38 - Org: Adequacy of Services for Mental Health

#39 - Org: Organizational Communication

#41 - Job: Work Impact on Personal Life

#30 - Dept: Interdepartmental Collaboration

Optional Driver #17

Rank 17: Org: My Work Supports Strategic Priorities

Driver Average: 69.4%

Fig. 17.1 Item Statement

		Item Average
4.7a	I understand how my work supports one or more of the strategic priorities of the University (N=145)	69.4%

Fig. 17.2 Item Percentage Distribution

Fig. 17.3 Item Comparison Zones

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.7a	2.1%	3.4%	2.1%	26.9%	13.1%	38.6%	13.8%

Unfavourable 5.5%
Favourable 52.4%
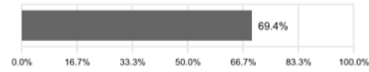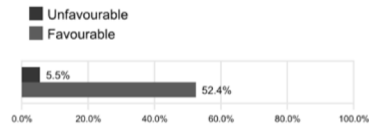
Optional Driver #22

Rank 22: Dept: Individual Recognition

Driver Average: 68.1%

Fig. 22.1 Item Statement

		Item Average
3.4a	I am valued and recognized within my Department/Team (N=154)	68.1%

Fig. 22.2 Item Percentage Distribution

Fig. 22.3 Item Comparison Zones

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.4a	4.5%	2.6%	9.1%	14.3%	17.5%	37.0%	14.9%

Unfavourable 7.1%
Favourable 51.9%
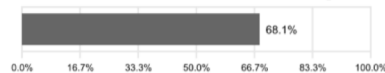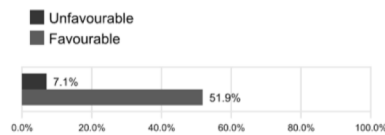
Optional Driver #25

Rank 25: Dept: Involvement in Decisions

Driver Average: 67.2%

Fig. 25.1 Item Statement

Item Average

3.14a My Department/Team leaders involve others in decision making, where appropriate (N=151)
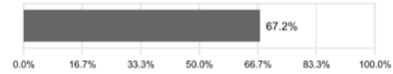
67.2%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 25.2 Item Percentage Distribution

Fig. 25.3 Item Comparison Zones

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.14a	2.0%	7.3%	7.9%	17.9%	13.2%	36.4%	15.2%

■ Unfavourable
■ Favourable

9.3%
51.6%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%
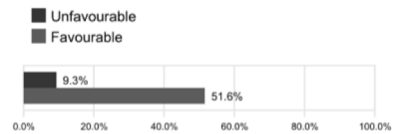
Optional Driver #38

Rank 38: Org: Adequacy of Services for Mental Health

Driver Average: 59.3%

Fig. 38.1 Item Statement

Item Average

4.9a The University offers services and benefits that adequately address my psychological and mental health needs (N=145)
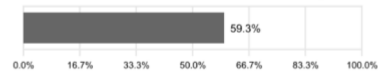
59.3%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 38.2 Item Percentage Distribution

Fig. 38.3 Item Comparison Zones

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.9a	7.6%	3.4%	6.9%	33.1%	15.9%	22.8%	10.3%

■ Unfavourable
■ Favourable

11.0%
33.1%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%
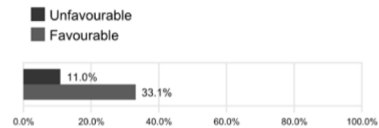
Optional Driver #39

Rank 39: Org: Organizational Communication

Driver Average: **58.5%**

Fig. 39.1 Item Statement

Item Average

4.2a I am satisfied with organizational communications at the University (N=147)

58.5%

0.0%   16.7%   33.3%   50.0%   66.7%   83.3%   100.0%

Fig. 39.2 Item Percentage Distribution

Fig. 39.3 Item Comparison Zones

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
4.2a	6.1%	12.2%	9.5%	14.3%	20.4%	29.3%	8.2%

■ Unfavourable
■ Favourable

18.3%
37.5%

0.0%   20.0%   40.0%   60.0%   80.0%   100.0%
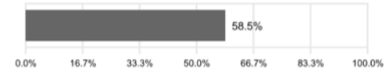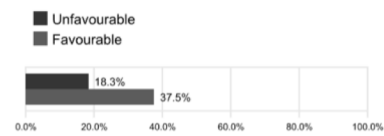
Optional Driver #41

Rank 41: Job: Work Impact on Personal Life

Driver Average: **56.3%**

Fig. 41.1 Item Statement

Item Average

2.8a My job is not too stressful on my personal life (N=154)

56.3%

0.0%   16.7%   33.3%   50.0%   66.7%   83.3%   100.0%

Fig. 41.2 Item Percentage Distribution

Fig. 41.3 Item Comparison Zones

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
2.8a	11.0%	9.7%	14.3%	9.1%	16.2%	30.5%	9.1%

■ Unfavourable
■ Favourable

20.7%
39.6%

0.0%   20.0%   40.0%   60.0%   80.0%   100.0%
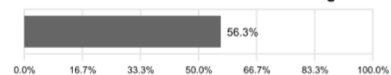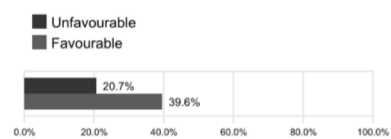
Optional Driver #30

Rank 30: Dept: Interdepartment Cooperation

Driver Average: **64.0%**

Fig. 30.1 Item Statement

Item Average

3.21a Overall, I am satisfied with cooperation among departments (N=148)
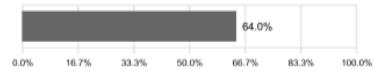
64.0%

0.0% 16.7% 33.3% 50.0% 66.7% 83.3% 100.0%

Fig. 30.2 Item Percentage Distribution

Fig. 30.3 Item Comparison Zones

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
3.21a	4.1%	6.8%	8.1%	21.6%	13.5%	33.8%	12.2%

■ Unfavourable
■ Favourable

10.9%
46.0%

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%
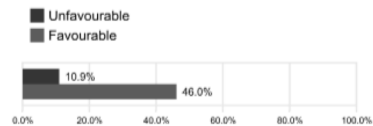
Activity

A form will be distributed so that staff and faculty can provide thoughts and ideas for actioning change on each of these drivers. Questions will be:

1) **Why** is this the experience on this campus?

2) As a collective of peers, colleagues, and some dotted line supervisors, **how** can we improve? Provide specific ideas.

Think about…

1) What can the Office of the Principal do to support movement in these areas?

2) What can each of us do individually to support these changes?

The deadline to provide information is May 15.

NEXT STEPS

Top 5 Survey

- The information provided will be aggregated and summarized

- A Google survey will then be distributed for all staff and faculty to rank on their top choices of drivers

  - These top drivers will inform the Orillia Employee Experience Action Plan

  - Those interested in working on the Action Plan can volunteer to join a working group. There is an option to volunteer within the survey

  - You will receive a link to the survey in a follow-up email

QUESTIONS?