



COLLEGE OF WESTERN IDAHO ENGAGEMENT SURVEY RESULTS

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WHAT IS EMPLOYEE ENGAGEMENT?

A feeling of commitment and enthusiasm for one's work that leads to a willingness to exert discretionary effort.



ACTIVE COMMITMENT

Employees plan to stay and recommend the organization to others



PERSONAL SIGNIFICANCE

Employees feel valued and are enthusiastic about their work



CONFIDENCE IN THE FUTURE

Employees believe in the future of the organization.

BUSINESS IMPACT

*TOP QUARTILE TEAMS HAVE:



37% LOWER ABSENTEEISM



25% LOWER TURNOVER



48% FEWER SAFETY INCIDENTS



10% HIGHER CUSTOMER METRICS



21% HIGHER PRODUCTIVITY



22% HIGHER PROFITABILITY

*Research by the Gallup organization

2019 PARTICIPATION

NOVEMBER 2019



55% PARTICIPATION

NOVEMBER 2017



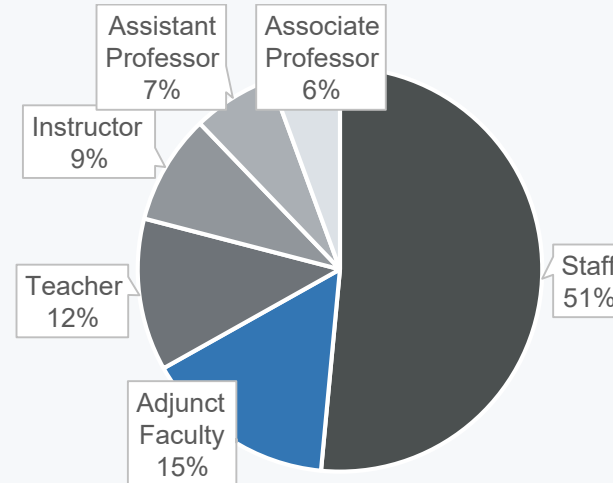
69% PARTICIPATION

AVERAGE INDUSTRY PARTICIPATION

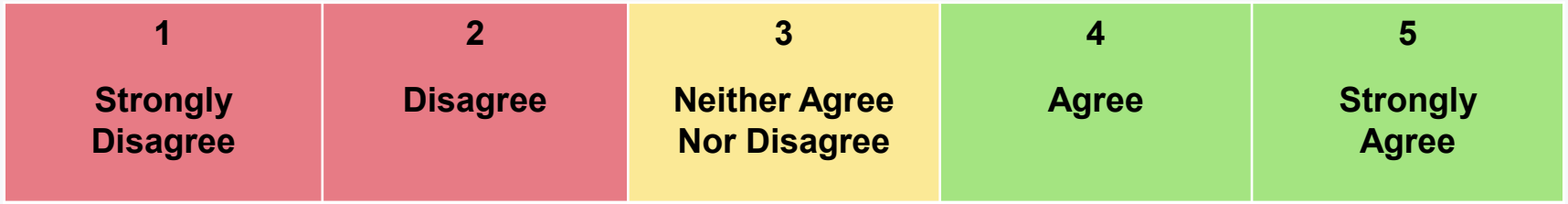


75% PARTICIPATION

Academic Rank & Staff	Responses	2019 Participation Rate	2017 Participation Rate
College Overall	506	55%	69%
Staff	258	84%	83%
Adjunct Faculty	77	29%	NA
Teacher	61	32%	42%
Instructor	44	67%	NA
Assistant Professor	33	70%	NA
Associate Professor	28	82%	NA



SURVEY SCALE



⏟
% FAVORABLE

ENGAGEMENT IS TRENDING UP

6

Points

Is statistically significant when comparing years at the college level

50th

Percentile

- As compared to the higher education Benchmark. The benchmark represents 42 organizations and 166,000 individual survey responses.
- 50% of the 42 organizations have a score below CWI and 50% are above. CWI's scores are in the middle of benchmark.
- CWI 2017 engagement was at the 36th percentile compared to the higher education norm.

ENGAGEMENT INDEX

Monitor Engagement Index over time as the best indication of engagement trending



START WITH THE END IN MIND: IMPROVE ENGAGEMENT OVER TIME

The engagement index is the single best indicator of engagement.

HIGHER EDUCATION BENCHMARK

Represents 42 organizations and 166,000 individual survey responses.



ENGAGEMENT IS TRENDING UP

Relative to 2017
Especially willingness to recommend CWI and feeling valued



PEOPLE CONTINUE TO ENJOY THEIR WORK



CONFIDENCE THAT CWI IS ON THE RIGHT TRACK IS THE GREATEST OPPORTUNITY

Name	Responses	Distribution	College Overall	2017	50th Percentile Industry Benchmark
Engagement Index			0	+2	-
I enjoy my work at CWI.	506		0	+2	-
My job provides me the opportunity to do challenging and interesting work.	506		0	-1	-
I am proud to work at CWI.	506		0	-1	-2
I would recommend CWI to a friend as a good place to work.	506		0	+5	-3
I feel valued as an employee of this institution.	506		0	+6	-2
CWI is on track to be successful in the future.	506		0	+4	-

STRATEGIC PLAN METRICS SINCE 2017

6

Points

Is statistically significant when comparing years at the college level

Strategic plan metrics are consistent with 2017. Safety and respect remain high scoring, whereas opportunity remains to ensure policies and programs promote diversity.

	College Overall	2017	50th Percentile Industry Benchmark
I feel safe when I am working on campus.	0	+1	-
Employees here treat each other with respect, regardless of gender, race, age, religion or sexual orientation.	0	-2	+6
I feel a sense of community and belonging at work.	0	+1	+1
I am given a real opportunity to develop my skills at this organization.	0	+1	-2
Policies and programs promote diversity in the workplace.	0	-3	-

I feel safe when I am working on campus.



Employees here treat each other with respect, regardless of gender, race, age, religion or sexual orientation.



I feel a sense of community and belonging at work.



I am given a real opportunity to develop my skills at this organization.



Policies and programs promote diversity in the workplace.



BIGGEST CHANGES SINCE 2017

Largest improvements: Student experience and work-life balance
 Largest declines: Involvement in planning, collaboration

6

Points

Is statistically significant when comparing years at the organization level

QUESTION	2019	2017	NORM
CWI is committed to a high-quality student experience.	82%	+9	-
I am able to maintain a healthy balance between my work life and my home life.	78%	+7	+7
I know what is expected of me on the job.	94%	+6	+8
I feel valued as an employee of this institution.	65%	+6	-2
I have input in making decisions that affect my work.	70%	+6	+4
I have confidence in the leadership and direction provided by PC.	42%	-6	-16
PC has communicated a motivating and inspiring vision for the future.	37%	-7	-17
Our EOT and PC effectively communicates the reasons behind key decisions.	33%	-8	-
Communication from PC is consistent and transparent.	36%	-8	-14
Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	46%	-9	-
There is regular and open communication between departments.	38%	-9	-
Faculty, EOT, PC, and staff are meaningfully involved in strategic planning.	36%	-12	-
Faculty, EOT, PC and staff support one another and collaborate to meet goals.	48%	-15	-7

HIGHEST SCORING ITEMS

6 POINTS IS STATISTICALLY SIGNIFICANT WHEN COMPARING YEARS AT THE ORGANIZATIONAL LEVEL



CLEAR EXPECTATIONS & SAFETY

Consistent with 2017 and improving!



ENJOY WORK & STUDENT FOCUS

Consistent with 2017 and improving!



TEAM TRUST & COMMON GOALS

Question	Responses	Distribution ▾	College Overall	2017	50th Percentile Industry Benchmark
I know what is expected of me on the job.	506		0	+6	+8
My department is student focused (seeking to understand and meet students' needs and requirements).	506		0	+4	-
Within my department, we work together to achieve a common goal.	506		0	+4	-
I enjoy my work at CWI.	506		0	+2	-
I trust the members of my department to complete their work on time and to quality standards.	506		0	+4	-
I feel safe when I am working on campus.	506		0	+1	-

HIGHER EDUCATION BENCHMARK

42

ORGANIZATIONS

166,000

SURVEY RESPONSES

5

YEARS OF DATA

COMPARISON TO THE BENCHMARK



14 ITEMS ARE ABOVE THE BENCHMARK



8 ITEMS ARE BELOW THE BENCHMARK



1 ITEMS ARE AT THE BENCHMARK

MOST ABOVE THE BENCHMARK - STRENGTHS

Category	Question	% Fav	Difference From	
			2017	Norm
Conditions to do Best Work	My workload is reasonable.	75%	+4	+21
Exceptional Management	My direct supervisor takes time to explain how changes at this organization will affect me.	74%	0	+20
Exceptional Management	My direct supervisor is consistent and fair.	85%	-1	+13
Exceptional Management	My direct supervisor regularly provides me with constructive feedback to improve my job performance.	78%	-1	+12
Exceptional Management	I receive recognition when I do excellent work.	69%	+4	+11

COMMENT THEMES: WHAT DO YOU VALUE MOST ABOUT WORKING AT CWI?

Sample comments



GREAT TEAM & SUPERVISOR

My team and my department- they have been instrumental in helping me feel so connected so quickly.

My colleagues in and the collaborative atmosphere of my department. We have an excellent chair who communicates well, is highly resourceful and helpful, who respects our contributions and is clear about expectations.



MAKING A DIFFERENCE – IMPACT ON STUDENTS

Knowing that the work I do allows students to have a positive experience while they are transitioning into higher ed classes or returning to school after many years.



AUTONOMY AND FLEXIBILITY

I feel that the flexibility as a mother is inline with a career that I can maintain for many years. I enjoy the freedom of creating my own classes based upon certain criteria that I feel aligns with our accreditation standards.



BENEFITS

Honestly, the employee benefit package is probably the thing I value the most, because it provides me with a sense of security regarding being able to provide care for my family without undue hardship.

LOWEST SCORING ITEMS

6 POINTS IS STATISTICALLY SIGNIFICANT WHEN COMPARING YEARS AT THE ORGANIZATIONAL LEVEL
NOTE LARGE % NEUTRAL RESPONSES

SPEAKING UP AND RAISING IDEAS

New topics

COMMUNICATION REMAINS AN OPPORTUNITY

Neutral responses increased; unfavorable responses are similar

LIVING CORE VALUES

And finding opportunities to share stories about the values in action

Question	Responses	Distribution ▲	College Overall	2017	50th Percentile Industry Benchmark
I feel comfortable raising ideas to PC.	506	<div style="display: flex; justify-content: space-between;">25%32%42%</div>	0	-	-
I can disagree with PC without fear of retaliation.	506	<div style="display: flex; justify-content: space-between;">28%36%36%</div>	0	-	-
Our EOT and PC effectively communicates the reasons behind key decisions.	506	<div style="display: flex; justify-content: space-between;">33%25%42%</div>	0	-8	-
PC consistently demonstrates our core values (Excellence, Innovation, Integrity, Caring, Respect).	506	<div style="display: flex; justify-content: space-between;">35%35%30%</div>	0	-	-
Communication from PC is consistent and transparent.	506	<div style="display: flex; justify-content: space-between;">36%28%36%</div>	0	-8	-14
Faculty, EOT, PC, and staff are meaningfully involved in strategic planning.	506	<div style="display: flex; justify-content: space-between;">36%31%33%</div>	0	-12	-

COMMENT THEMES: WHAT WOULD YOU RECOMMEND TO IMPROVE YOUR CWI WORK ENVIRONMENT?

Sample comments



SKILL DEVELOPMENT OPPORTUNITIES

I would like to have more opportunities for comprehensive training on developing meaningful lab activities/assessments as well as lab management.



SOLICIT AND LISTEN TO EMPLOYEE INPUT

More involvement from the teaching staff, the people who are engaged with students day to day.
Give faculty a voice or two at the table with administration. We love this school and want it to thrive, and we have great ideas. encourage getting to "yes" instead of being met with "no"



TRANSPARENCY OF COMMUNICATION

Continue the improvements in communication and responsiveness from administration that have come in the last 6 months.
There is an overwhelming lack of transparency when it comes to making decisions that effect my department. The people that are in the trenches need to have a greater say in the decision making process.



COLLABORATION AND COMMUNICATION ACROSS THE COLLEGE

I would like to see more camaraderie and collaboration in my department
A mutual understanding and respect for each department and awareness that others' expectations of a department's work may differ from what has been prioritized.

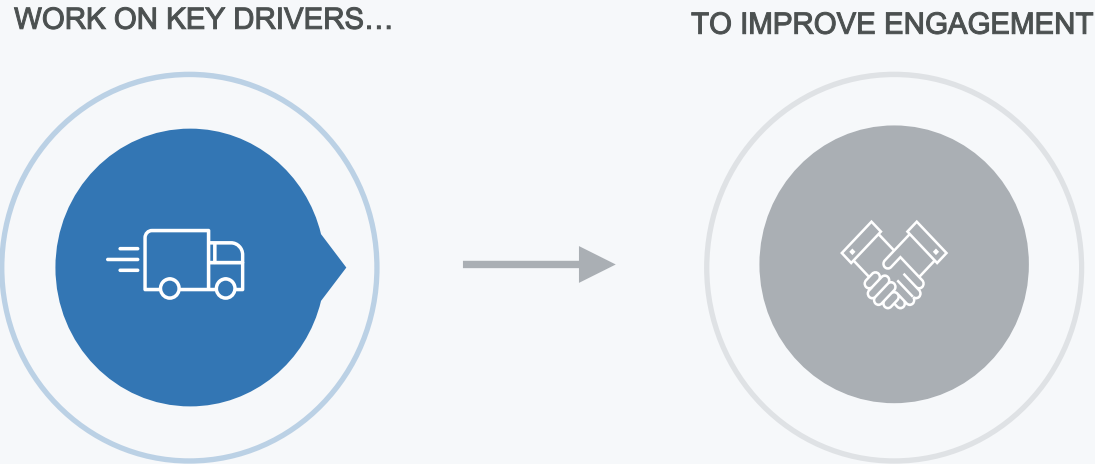
ENGAGEMENT BY RANK & STAFF

Engagement varies by position and academic rank and staff. Although trending down, Teacher and Adjunct Faculty engagement remains strong. The greatest opportunities remain with Assistant and Associate Professors.

Academic Rank & Staff	Responses	2019	Change since 2017
College Overall	506	76%	2%
Teacher	61	82%	-7%
Adjunct Faculty	77	81%	-6%
Staff	258	80%	2%
Instructor	44	77%	11%
Assistant Professor	33	55%	1%
Associate Professor	28	39%	9%

WORK ON KEY DRIVERS FOR THE BIGGEST IMPACT

- ✓ Engagement drivers indicate the items that are most highly correlated with engagement AND have lower % favorable scores.
- ✓ These are not necessarily the things you aren't doing well; they are the areas that will most improve engagement.



ENGAGEMENT DRIVERS



Driver rank order is based on an algorithm that incorporates % favorable and correlation with the Engagement Index. It is suggested that CWI focuses in these areas to have the biggest impact on engagement.

		Responses	Distribution	College Overall	2017
1.	Employee feedback influences decisions at CWI.	506		0	+2
*	2. Creativity and innovation are recognized.	506		0	-1
*	3. I feel a sense of community and belonging at work.	506		0	+1
4.	I am given a real opportunity to develop my skills at this organization.	506		0	+1
5.	I feel encouraged to come up with new and better ways of doing things.	506		0	+1

* Top driver in 2017

KEY FINDINGS



STRENGTHS

ENGAGEMENT IS TRENDING UP AND FEELING VALUED IMPROVED SIGNIFICANTLY

FEELING SAFE AND RESPECTED REMAIN HIGH SCORING

STUDENT AND COMMUNITY FOCUS REMAINS STRONG AND CONTINUES TO IMPROVE

PEOPLE HAVE CLEAR EXPECTATIONS AND ENJOY THEIR WORK

SUPERVISOR SUPPORT IS WELL ABOVE THE NORM



OPPORTUNITIES

SOLICITING INPUT AND INVOLVEMENT

CREATING ENVIRONMENTS WHERE PEOPLE FEEL SAFE TO SPEAK UP

HELPING PEOPLE UNDERSTAND WHAT HAPPENS WITH THEIR FEEDBACK

COMMUNICATION AND DEMONSTRATING THE VALUE ARE OPPORTUNITIES FOR PC

PERCEPTIONS OF FACULTY, EOT, PC, AND STAFF COLLABORATION DECLINED



WHERE TO FOCUS

OPPORTUNITIES FOR INPUT & HELPING PEOPLE UNDERSTAND HOW THEIR FEEDBACK INFLUENCES DECISIONS