



Discovery. Diversity. Distinction.

# Workplace Quality Survey

Open Forums

*September 12, 2019*

# WHY?



## PRIORITY TWO

Invest in a dynamic environment to attract, develop, and retain talented and diverse faculty and staff.

### METRICS

We measure progress and success by analyzing metrics provided by the Office of Institutional Effectiveness, Faculty Affairs, Human Resources, and Organizational Excellence. We also will participate in the Chronicle of Higher Education's "Great Colleges to Work For" survey, a study designed to measure workplace strengths and recognize institutions that have built great places to work.

### THEMES

- A. Strategically develop faculty and staff to support enrollment growth.
- B. Fair compensation to include salary, benefits, and workload.
- C. Recruitment.
- D. Onboarding.
- E. Training, leadership, and professional development.
- F. Aspire to achieve Chronicle of Higher Education's "Great Colleges to Work For" designation.
- G. Strengthen culture of fairness, respect, diversity, and shared governance.

# Goals for survey

- ✓ Understand faculty and staff perceptions of workplace environment.
- ✓ Reexamine strengths and assess areas that require focus and action.
- ✓ Develop a framework to help us strengthen employee engagement.

# Survey Overview

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## Survey Instrument

- 60 core belief statements
- 16 additional custom belief statements
- 13 item benefits satisfaction component
- 24 demographic questions
- 3 open-ended questions

## Methodology

- Online survey administered March 4 –March 18, 2019

## Response Rates

- 2019 Overall Response rate: 1496/2893 – 52%
- 2017 Overall response rate: 1405/3130 – 45%

## Benchmark

- 2017 Overall Survey Data

# Response Rate

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Response Rate	Respondents	Surveys Sent	2019 Percentage	2017 Percentage
<b>ALL EMPLOYEES</b>	2893	1496	52%	45%
Administration	207	163	79%	74%
Tenured, Tenure Track Faculty	649	316	49%	49%
Lecturers	826	209	25%	24%
Exempt Professional Staff	441	303	69%	69%
Non-exempt Staff	770	505	66%	49%

# At a glance by Job Category

Job Category	5% points or more (Increase)	10% points or more (Increase)	5% points or more (Decrease)	10% points or more (Decrease)
<b>Overall</b>	2	0	28	5
Tenured, Tenure Track Faculty	14	4	30	16
Lecturers	5	1	42	9
Administration	40	20	1	0
Exempt Professional Staff	4	0	44	11
Non – Exempt Staff	0	0	32	7

# Overarching Themes

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- As in 2017, faculty and staff report a strong sense of connection to, and pride in, the mission of Fresno State. Particular points of pride include the impact and reputation in the Fresno community and the Central Valley; the commitment to to being a diverse and inclusive community; and the commitment to providing opportunity to and serving students.
- There remains a high degree of confidence in and respect for the leadership of President Castro but the overall results on the statements regarding Senior Leadership have declined since 2017. The results of Administration on this dimension are notably improved however.
- On the whole, faculty and staff report high degrees of job fit and appreciate the flexibility and autonomy they have. They also appreciate the benefits and the opportunities for professional development. Workload issues continue to pose challenges for many faculty however and staff remain interested in additional clarity and opportunity regarding career advancement.
- Faculty and staff report having good relationships with their supervisors, but also report a need for greater consistency and enhanced managerial/leadership skills, specifically those regarding communication, performance management, and accountability.
- Faculty and staff appreciate the many strong relationships they have with their colleagues and value the sense of community and camaraderie that Fresno State provides.

# Overarching Themes

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- Resource constraints, particularly those regarding compensation, staffing, and facilities (deferred maintenance and adequacy of space) continue to be pain points for many faculty and staff.
- For some, these resource constraints contribute to the challenges related to operating efficiently and effectively and overcoming perceived bureaucracy.
- Faculty and staff continue to express a need for improved communications. There is a desire for more transparency regarding the rationale with which decisions are made and an interest in greater participation in those decisions that directly impact their work.
- While there is a strong sense of community within many departments, the strength of that camaraderie does not consistently translate to strong cross-functional collaboration or a sense of alignment across the University. Faculty and staff appreciate the efforts of the Principles of Community and many believe they provide a solid foundation to build upon.
- There remain concerns regarding accountability, especially as it relates to the inability to deal with low performers, disrespectful behaviors, and the perception of favoritism.



# Response Guidelines

**Response Options:** *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Not Applicable*

## Positive Responses

*Strongly Agree, Agree*

## Negative Responses

*Strongly Disagree, Disagree*

Guideline Score	Description	Guideline Score
75% +	Exceptional – Very Good	< 10%
65 – 74%	Good	10 – 14%
55 – 64%	Fair	
45 – 54%	Warrants Attention	15 – 19%
< 45%	Poor	20 – 29%
	Acute	>30%

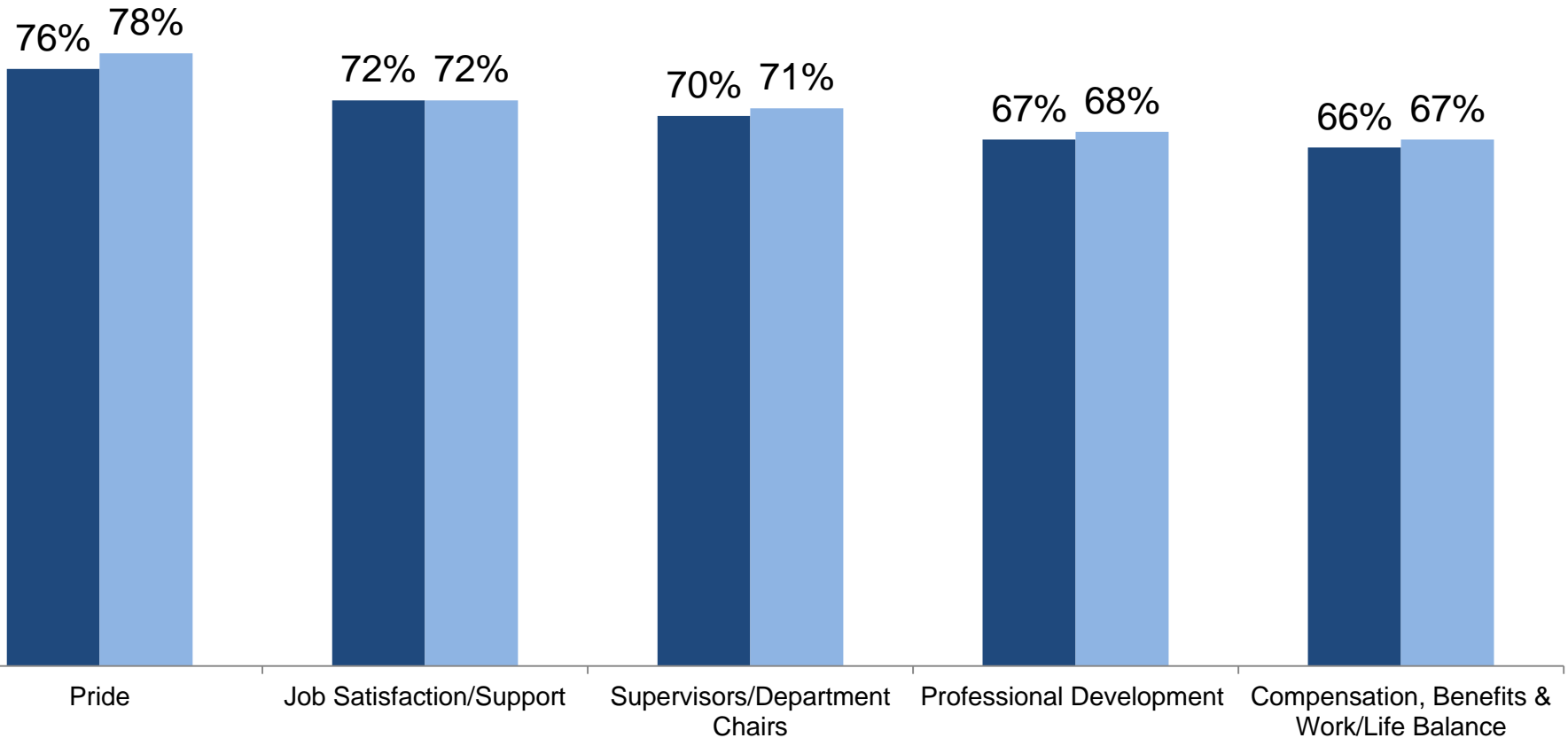
# 15 Core Survey Dimensions

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<b>Job Satisfaction/Support</b>	<b>Policies, Resources &amp; Efficiency</b>	<b>Faculty, Administration &amp; Staff Relations</b>
<b>Teaching Environment</b>	<b>Shared Governance</b>	<b>Communication</b>
<b>Professional Development</b>	<b>Pride</b>	<b>Collaboration</b>
<b>Compensation, Benefits &amp; Work/Life Balance</b>	<b>Supervisors/Department Chairs</b>	<b>Fairness</b>
<b>Facilities</b>	<b>Senior Leadership</b>	<b>Respect &amp; Appreciation</b>

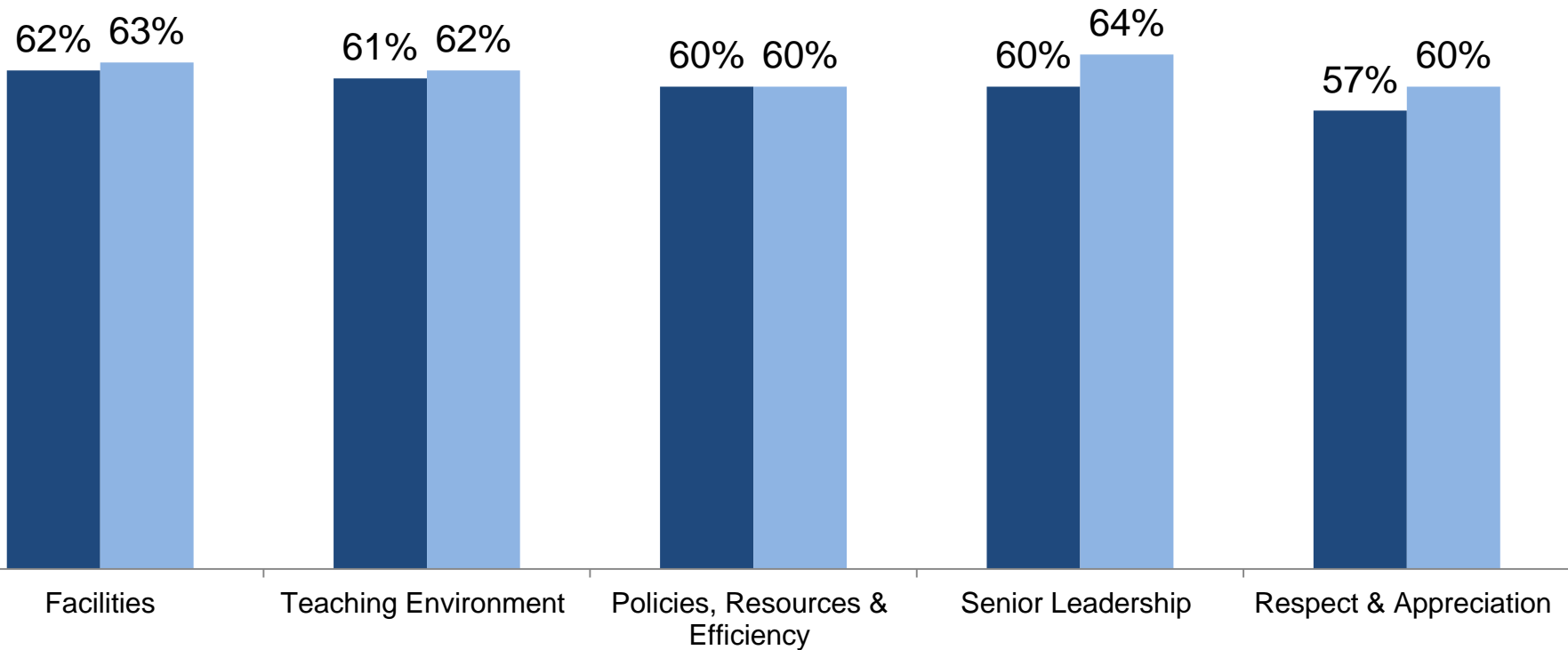
# Dimensions

■ 2019 ■ 2017

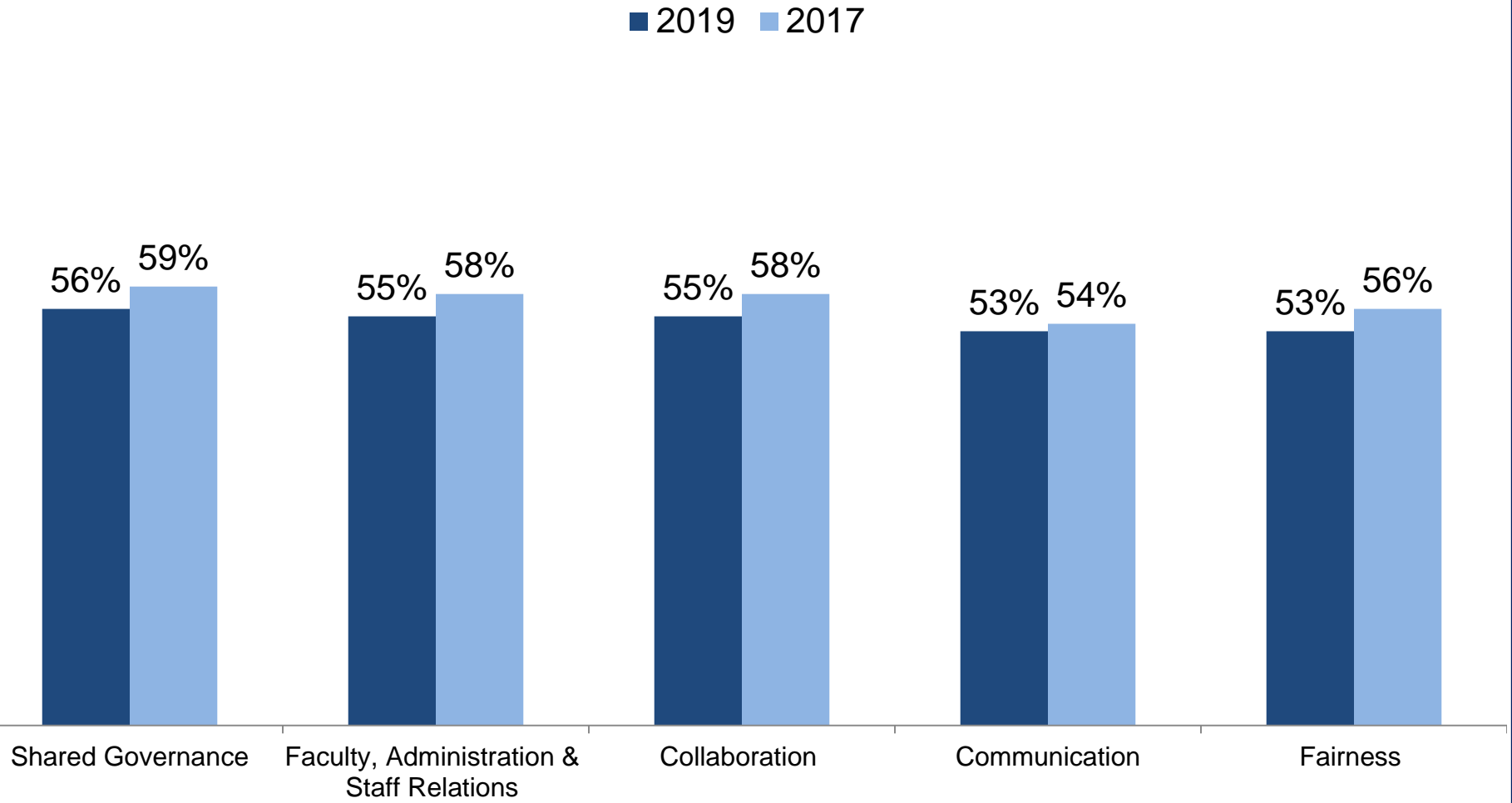


# Dimensions

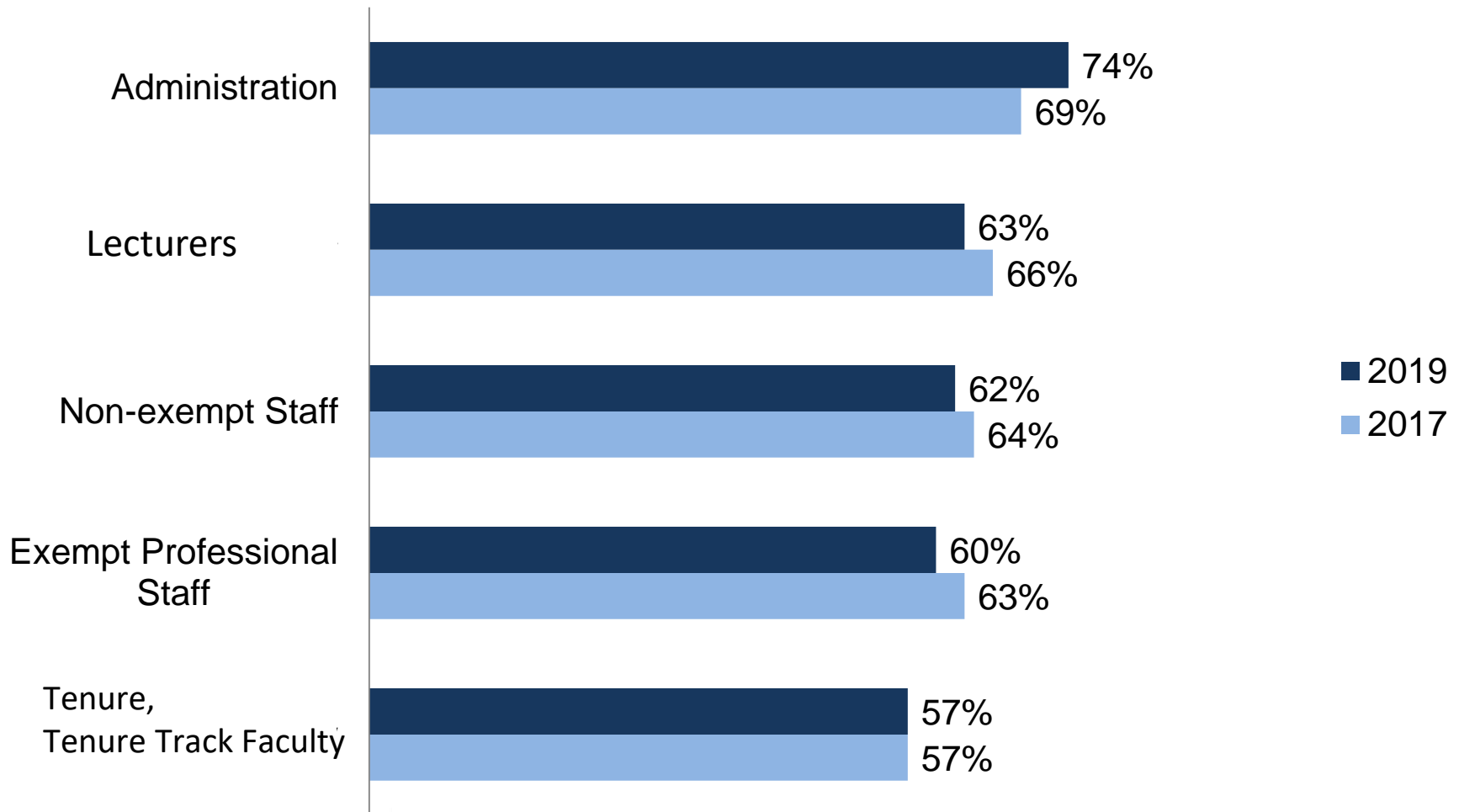
■ 2019 ■ 2017



# Dimensions



# Pre-loaded Job Category (Overall % Positive 1-60)



# Barometer Statements

Survey Statement		2019 CSUF % Positive	Faculty % Positive	Adjunct Faculty % Positive	Admin. % Positive	Exempt Prof. Staff % Positive	Non- exempt Staff % Positive
25	Overall, my department is a good place to work.	76	69	76	88	75	77
60	All things considered, this is a great place to work.	74	61	74	83	76	78
59	This institution's culture is special - something you don't find just anywhere.	57	46	53	72	54	61
36	I am proud to be part of this institution.	81	70	82	93	81	83

# Top Ten Statements

Survey Statement		2019 CSUF Overall % Positive	2019 CSUF Overall % Negative	2017 CSUF Overall % Positive	2017 CSUF Overall % Negative
5	I understand how my job contributes to this institution's mission.	90	3	91	2
68	I know what to do if I receive a report of sexual assault, harassment or interpersonal violence.	89	4	89	4
49	This institution actively contributes to the community.	85	2	87	2
2	I am given the responsibility and freedom to do my job.	82	5	82	4
24	I have a good relationship with my supervisor/department chair.	82	5	84	4

Statements are sorted by highest **positive** response.



# Top Ten Statements

Survey Statement		2019 CSUF Overall % Positive	2019 CSUF Overall % Negative	2017 CSUF Overall % Positive	2017 CSUF Overall % Negative
36	I am proud to be part of this institution.	81	4	84	3
72	I am well-accepted by my co-workers.	80	5	84	3
64	Fresno State supports a work environment where everyone is entitled to dignity and respect, regardless of race, color, religion, age, disability, ethnicity, sexual orientation or gender identity.	79	6	84	4
34	This institution's benefits meet my needs.	78	5	76	5
50	This institution places sufficient emphasis on having diverse faculty, administration and staff.	78	6	81	6

Statements are sorted by highest **positive** response.

# Strengths

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- Job Satisfaction & Pride
- Supervisors/Department Chairs
- Professional Development
- Work/Life Balance & Benefits
- Diversity, Equity & Inclusion
- Policies & Reporting
- Sense of Community/Belonging

# Bottom Ten Statements

Survey Statement		2019 CSUF Overall % Positive	2019 CSUF Overall % Negative	2017 CSUF Overall % Positive	2017 CSUF Overall % Negative
28	My department has adequate faculty/staff to achieve our goals.	39	35	35	38
11	I am paid fairly for my work.	39	34	37	36
18	Issues of low performance are addressed in my department.	41	30	41	28
16	Promotions in my department are based on a person's ability.	45	27	44	27
35	Our recognition and awards programs are meaningful to me.	45	25	47	22

Statements are sorted by highest **negative** response.

# Bottom Ten Statements

Survey Statement		2019 CSUF Overall % Positive	2019 CSUF Overall % Negative	2017 CSUF Overall % Positive	2017 CSUF Overall % Negative
22	Changes that affect me are discussed prior to being implemented.	45	23	47	21
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	46	23	47	23
9	I am regularly recognized for my contributions.	49	23	49	22
30	Our orientation program prepares new faculty, administration and staff to be effective.	47	21	40	23
58	There's a sense that we're all on the same team at this institution.	48	19	52	16

Statements are sorted by highest **negative** response.

# Opportunities

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- Resource Constraints
- Performance Management
- Senior Leadership
- Communication & Collaboration
- Shared Governance
- Respect & Appreciation

# ModernThink Recommendations

1. Communicate a high level summary of the survey results to appropriate leadership groups and to the Fresno State community as a whole.
2. Capitalize on linkages to existing ongoing initiatives (e.g. strategic planning, diversity initiatives, leadership competency review, and marketing/branding efforts).
3. Consider introducing formal mechanisms/processes to enhance leadership visibility, interaction and relationship with the goals of fostering a greater sense of confidence in the alignment of leadership levels across the University and the experience of shared governance.
4. Review existing communication structures, processes, and norms to better determine what is currently working well and how best to strengthen the quality of communication and dialogue.
5. Review and address fairness concerns regarding performance management processes and accountability. Ensure systems and processes related to ensuring fair treatment are up-to-date and consistently communicated.
6. Ensure those in supervisory/leadership roles have the necessary training to provide day-to-day leadership, especially as it relates to fair treatment, coaching behaviors, and effective communication.
7. Consider an intentional focus on specifically defining and articulating the unique value proposition (employment brand) of Fresno State so that faculty and staff have a greater sense of alignment and shared culture.

# Cabinet/University Commitment to Improving Workplace Quality (2017)

1. Strengthen the quality of communication and dialogue.
2. Engage the Campus Community in a process to define desired behaviors (Principles of Community.)
3. Foster greater alignment and collaboration across the University by enhancing Senior Leadership visibility, interaction and relationships.
4. Address fairness concerns regarding performance management and accountability.
5. Define and articulate the unique value proposition (employment brand) of Fresno State so that faculty and staff have a greater sense of alignment and shared culture.

*Fresno State's culture is one that many faculty and staff appreciate, yet it's not one that's easily described.*

*What do you think are the most important and distinguishing qualities that make Fresno State the special place that it is?*

**Text:**

**BEBOLD to 37607**



**or**

**Go to:**

**[Pollev.com/BeBold](http://Pollev.com/BeBold)**







# What makes working at Fresno State special?

# From this input, as a table draft one line describing what makes working at Fresno State Special

**Examples:**

Google - Do cool things that matter

Starbucks - Opportunity to be more than an employee.

Lululemon Athletica- It's not a job, it's a journey.

Southwest- Welcome onboard the flight of your life.

Cisco- Change the world. Pursue your dreams. Find your passion.

# Workplace Quality Survey: Next steps

Cabinet and Workplace Quality Taskforce Debrief	June
Cabinet Leadership Team retreats	July/August
Campus Open Forums	September 12
Results shared <ul style="list-style-type: none"><li>• Division/School &amp; College/Departmental</li><li>• PCHRE and (Faculty) to review demographic results</li></ul>	Fall 2019
Action Planning	Fall 2019/Spring 2020
Next survey	Spring 2021

# Additional Resources

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Richard K. Boyer  
[rboyer@modernthink.com](mailto:rboyer@modernthink.com)  
302.764.4477