

WMU *you* Employee Engagement Survey

Western Michigan University

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ModernThink

Survey Overview

Methodology

- Online survey administered:
March 11 – April 5, 2019

Response Rates

- 2019 Overall Response rate:
1860/3734 – 50%

Benchmark

- 2019 WMU Peer Benchmark

60 Survey statements on a 5-point agreement scale

Additional statements on a 5-point agreement scale

7

19 Benefit Satisfaction Questions on a 5-point satisfaction scale

Open-ended Questions

3

14

Demographic Questions

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%	Fair – Good	10 – 14%
55 – 64%	Yellow Flag	15 – 19%
45 – 54%	Red Flag	20 – 29%
< 45%	Acute	30% +

Response Rate by Job Category

Pre-Loaded Job Category	Total	Responded	% Responded
All Employees	3734	1860	50%
Exec/Sr Adm Officer	73	58	79%
Faculty (AAUP)	895	431	48%
Professional/Adm (Staff Compensation System, Exempt/Salaried)	859	630	73%
Clerical/Tech (Staff Compensation System, Nonexempt/Hourly)	434	304	70%

Response Rate by Job Category

Pre-Loaded Job Category	Total	Responded	% Responded
All Employees	3734	1860	50%
Power Plant (MSEA)	17	16	94%
Chairs	53	38	72%
Bargaining Police (POA)	21	14	67%
Contract/Professionals	9	6	67%
Facilities (AFSCME)	302	167	55%
Coaches	50	25	50%
Research Staff	22	9	41%
Aviation Associates	6	2	33%
Dining Services (AFSCME)	94	23	24%
Part-time Instructors (PIO)	379	73	19%
Graduate Assistants (TAU)	520	64	12%

Carnegie Peer Institutions

- 1) Ball State University
- 2) East Carolina University
- 3) Kent State University at Kent
- 4) Northern Arizona University
- 5) Northern Illinois University
- 6) Ohio University - Main Campus
- 7) Oklahoma State University - Main Campus
- 8) Portland State University
- 9) SUNY at Binghamton
- 10) The University of Alabama
- 11) University of Memphis
- 12) University of Nevada - Las Vegas
- 13) University of North Carolina at Greensboro
- 14) University of North Dakota
- 15) University of Southern Mississippi

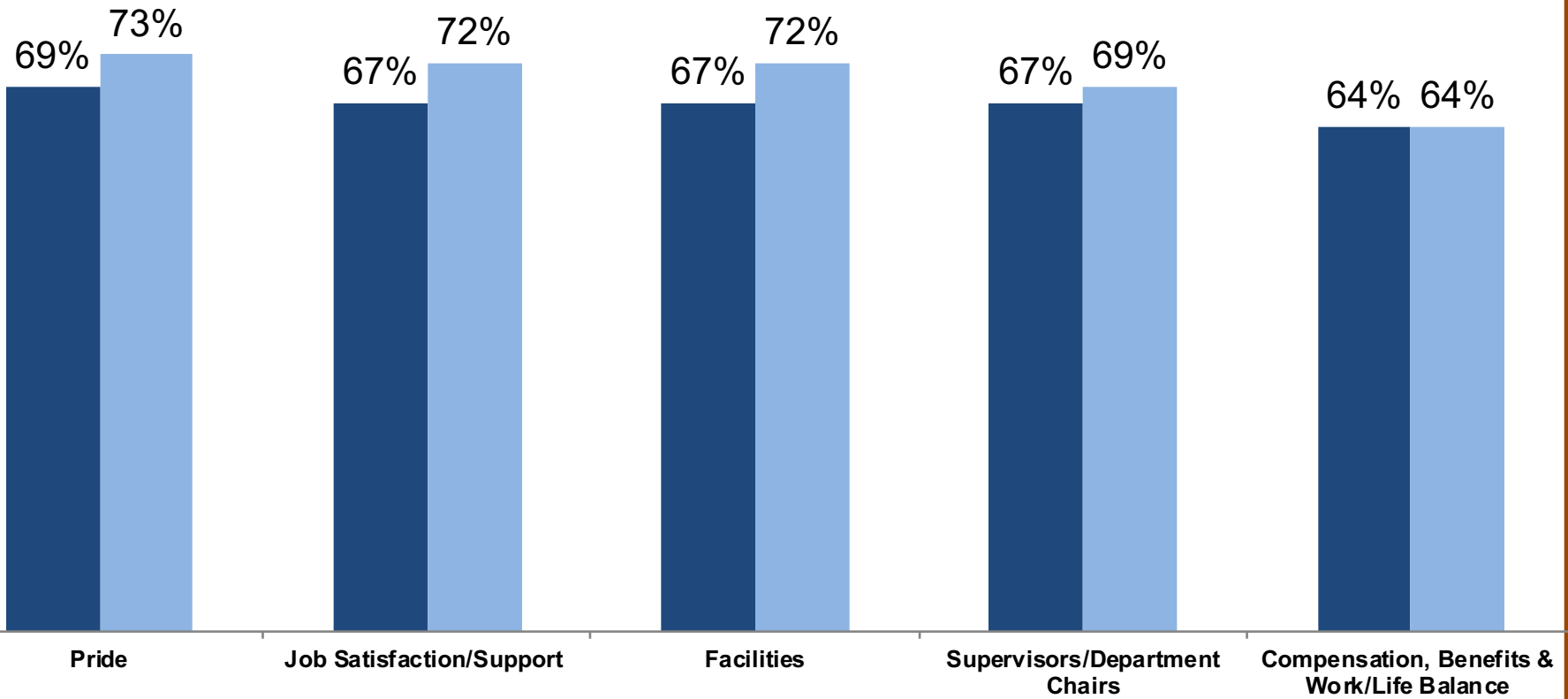
*Five (5) institutions were used in creating the peer benchmark.

15 Core Survey Dimensions

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

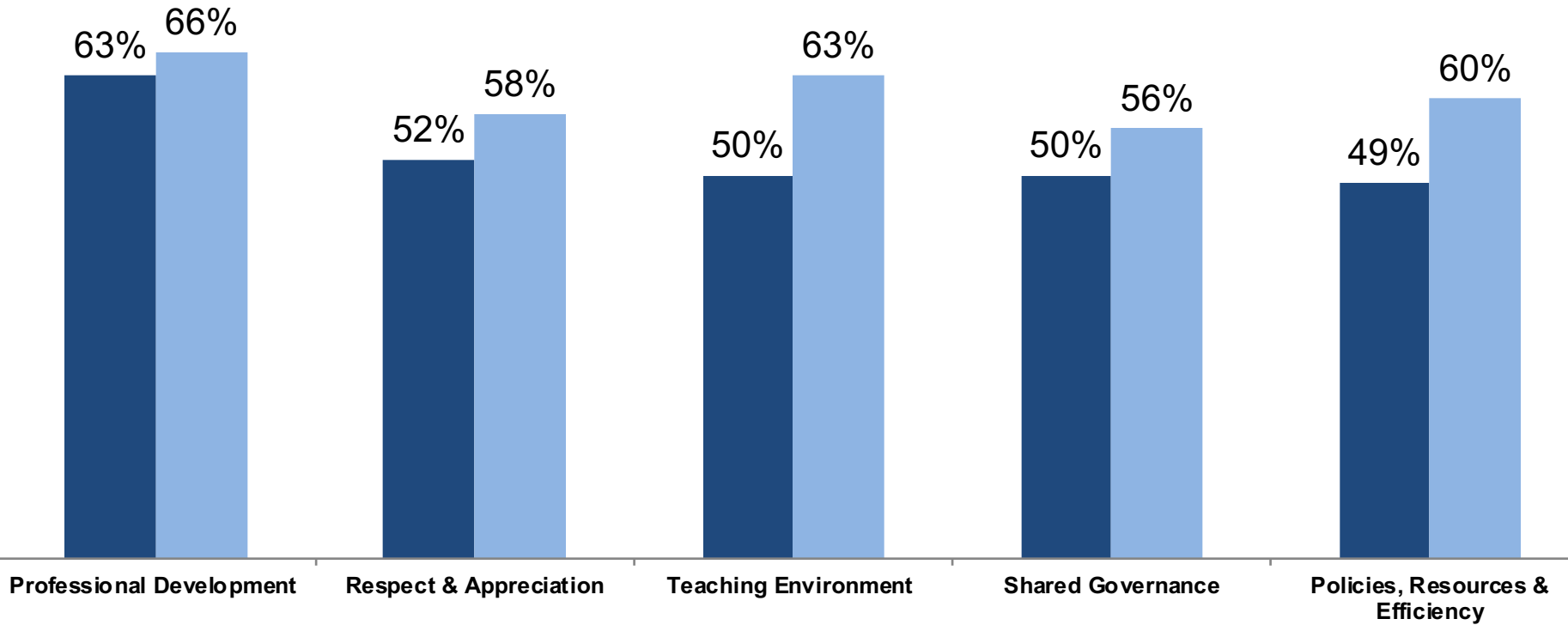
Dimensions (Overall % Positive)

■ 2019 WMU ■ 2019 Peer Benchmark



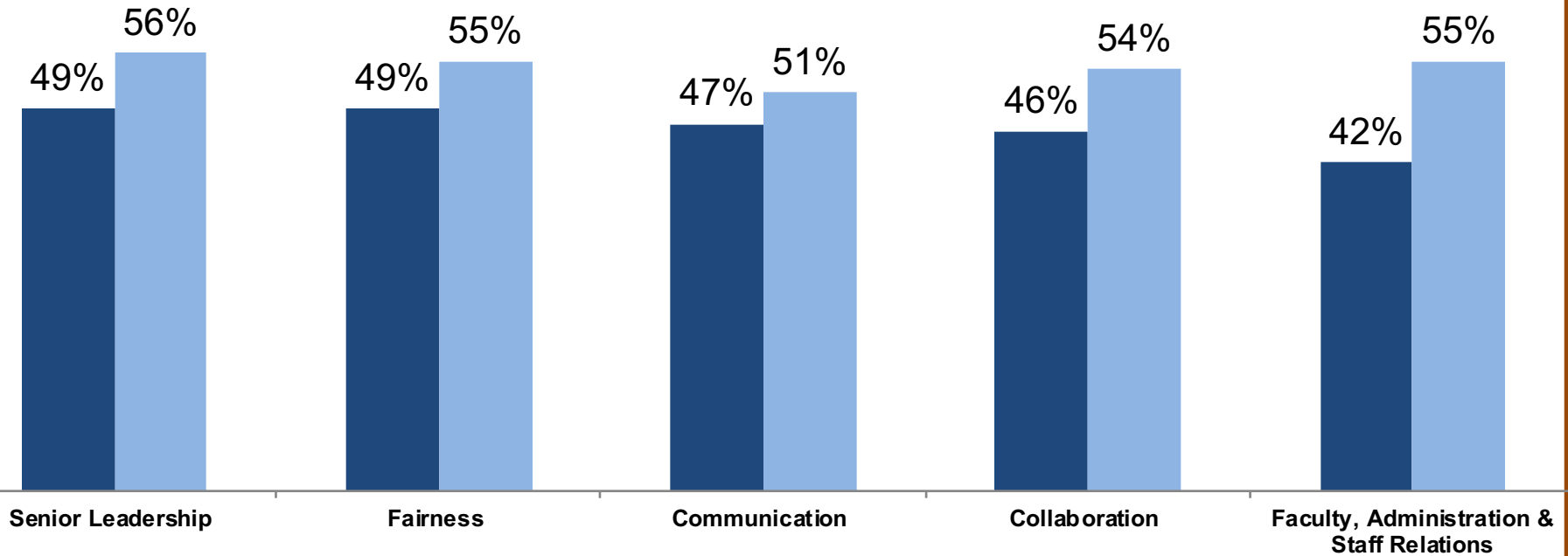
Dimensions (Overall % Positive)

■ 2019 WMU ■ 2019 Peer Benchmark

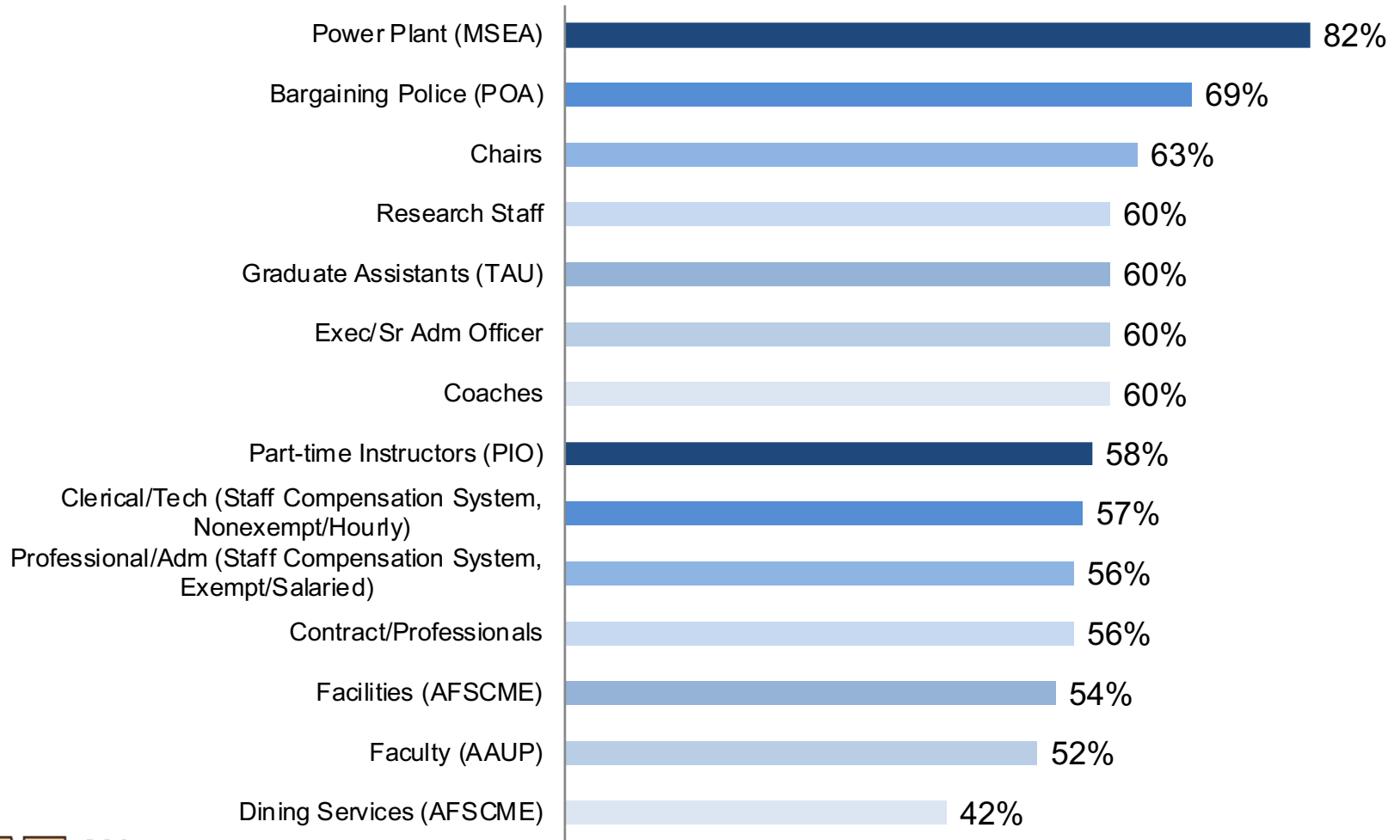


Dimensions (Overall % Positive)

■ 2019 WMU ■ 2019 Peer Benchmark



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



Barometer Statements

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
25	Overall, my department is a good place to work.	74	8	75	8
59	This University's culture is special - something you don't find just anywhere.	42	24	56	18
60	All things considered, this is a great place to work.	69	6	70	8

Top Ten Statements

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
5	I understand how my job contributes to this University's mission.	85	4	88	4
24	I have a good relationship with my supervisor/department chair.	80	7	80	7
2	I am given the responsibility and freedom to do my job.	78	5	78	7
47	My supervisor/department chair supports my efforts to balance my work and personal life.	78	9	77	9
36	I am proud to be part of this University.	77	4	78	4

Top Ten Statements

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
29	The University takes reasonable steps to provide a safe and secure environment for the campus.	76	6	78	7
49	This University actively contributes to the community.	74	5	82	4
25	Overall, my department is a good place to work.	74	8	75	8
1	My job makes good use of my skills and abilities.	72	8	75	8
34	This University's benefits meet my needs.	72	8	66	11

Strengths

- Job Fit & Connection to Mission
- Benefits, Work/Life Balance & Autonomy
- Supervisor/Department Chair Competencies
- Diversity, Equity & Inclusion

Job Fit & Connection to Mission

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
1	My job makes good use of my skills and abilities.	72	8	75	8
5	I understand how my job contributes to this University's mission.	85	4	88	4
49	This University actively contributes to the community.	74	5	82	4
36	I am proud to be part of this University.	77	4	78	4

Benefits, Work/Life Balance & Autonomy

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
34	This University's benefits meet my needs.	72	8	66	11
47	My supervisor/department chair supports my efforts to balance my work and personal life.	78	9	77	9
53	This University's policies and practices give me the flexibility to manage my work and personal life.	66	12	69	10
2	I am given the responsibility and freedom to do my job.	78	5	78	7

Supervisor/Department Chair Competencies

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
24	I have a good relationship with my supervisor/department chair.	80	7	80	7
3	My supervisor/department chair makes their expectations clear.	66	13	71	11
12	I believe what I am told by my supervisor/department chair.	67	11	67	11
19	My supervisor/department chair is consistent and fair.	66	14	66	14
*64	The University has people serving in hiring and supervisory roles with the experience and capacity to lead.	42	20	-	-

Diversity, Equity & Inclusion

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
*65	Employees of the University understand and value the benefits of a diverse workforce.	65	9	-	-
50	This University places sufficient emphasis on having diverse faculty, administration and staff.	65	14	72	10
45	At this University, people are supportive of their colleagues regardless of their heritage or background.	69	9	71	9
54	This University has clear and effective procedures for dealing with discrimination.	67	11	71	11

*Statement is custom to Western Michigan University.

Opportunities

- Resource Constraints
- Performance Management
 - Professional Development
 - Accountability
 - Respect & Appreciation
- Communication & Collaboration
- Shared Governance
- Senior Leadership
- Policies & Operations

Bottom Ten Statements

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
28	My department has adequate faculty/staff to achieve our goals.	30	46	40	36
18	Issues of low performance are addressed in my department.	32	38	46	27
11	I am paid fairly for my work.	41	36	43	35
58	There's a sense that we're all on the same team at this University.	31	32	44	24
35	Our recognition and awards programs are meaningful to me.	35	32	42	28

Bottom Ten Statements

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
16	Promotions in my department are based on a person's ability.	41	32	47	28
17	Our review process accurately measures my job performance.	42	31	54	21
55	There is regular and open communication among faculty, administration and staff.	35	26	47	20
22	Changes that affect me are discussed prior to being implemented.	40	26	43	26
9	I am regularly recognized for my contributions.	45	26	50	23

Resources Constraints

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
4	I am provided the resources I need to be effective in my job.	52	17	62	13
28	My department has adequate faculty/staff to achieve our goals.	30	46	40	36
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	57	16	65	13
11	I am paid fairly for my work.	41	36	43	35

Professional Development

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
30	Our orientation program prepares new faculty, administration and staff to be effective.	45	24	56	17
6	I am given the opportunity to develop my skills at this University.	64	13	69	11
7	I receive feedback from my supervisor/department chair that helps me.	59	18	66	14
*61	WMU provides appropriate and ongoing training that I need to do my job well.	45	25	-	-
10	I understand the necessary requirements to advance my career.	62	18	63	16

Accountability

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
17	Our review process accurately measures my job performance.	42	31	54	21
18	Issues of low performance are addressed in my department.	32	38	46	27
16	Promotions in my department are based on a person's ability.	41	32	47	28
*62	I believe WMU's policies and practices are effective at preventing bullying.	56	19	-	-
*63	I am confident that concerns about disrespect or unfair treatment will be handled appropriately.	49	23	-	-

Respect & Appreciation

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
9	I am regularly recognized for my contributions.	45	26	50	23
35	Our recognition and awards programs are meaningful to me.	35	32	42	28
37	Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.	49	20	52	21
52	We celebrate significant milestones and important accomplishments at this University.	57	12	69	8

Communication

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
8	When I offer a new idea, I believe it will be fully considered.	53	19	58	17
21	In my department, we communicate openly about issues that impact each other's work.	52	20	56	19
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	58	20	56	21
22	Changes that affect me are discussed prior to being implemented.	40	26	43	26
43	At this University, we discuss and debate issues respectfully to get better results.	42	18	46	19

Collaboration

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
13	We have opportunities to contribute to important decisions in my department.	54	19	56	19
23	People in my department work well together.	57	13	63	11
26	I can count on people to cooperate across departments.	43	20	51	15
58	There's a sense that we're all on the same team at this University.	31	32	44	24

Shared Governance

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
38	The role of faculty in shared governance is clearly stated and publicized.	50	18	59	15
39	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	61	9	66	10
42	Faculty, administration and staff are meaningfully involved in institutional planning.	38	22	43	22
46	Faculty, administration and staff work together to ensure the success of University programs and initiatives.	49	14	62	10
55	There is regular and open communication among faculty, administration and staff.	35	26	47	20

Senior Leadership

Survey Statement		2019 WMU Overall % Positive	2019 WMU Overall % Negative	2019 Peer Bench. % Positive	2019 Peer Bench. % Negative
32	Our senior leadership has the knowledge, skills and experience necessary for institutional success.	58	11	64	12
27	Senior leadership provides a clear direction for this University's future.	41	25	53	20
41	Senior leadership communicates openly about important matters.	41	20	50	20
56	I believe what I am told by senior leadership.	50	17	52	18
57	This University is well run.	40	20	53	15

Policies & Operations

Survey Statement		2019 WMU Overall	2019 WMU Overall	2019 Peer Bench.	2019 Peer Bench.
		% Positive	% Negative	% Positive	% Negative
30	Our orientation program prepares new faculty, administration and staff to be effective.	45	24	56	17
*66	In my department, we actively seek ways to become more efficient and effective in operations (i.e. cost cutting measures, proper staffing levels, etc.).	63	15	-	-
*67	I participate in campus events on a regular basis (academic events, arts and cultural events, wellness programs, athletic events, etc.).	56	15	-	-

*Statement is custom to Western Michigan University.

ModernThink Recommendations

1. Communicate a high level summary of the survey results to appropriate leadership groups and to the WMU community as a whole.
2. 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.
3. 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.
4. 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.
5. Consider introducing formal mechanisms/processes to enhance Senior Leadership visibility, interaction and relationship with the goals of fostering a greater sense of confidence in the credibility/alignment of leadership and the experience of shared governance.
6. Consider an intentional focus on specifically defining and articulating the unique value proposition (employment brand) of WMU so that faculty and staff have a greater sense of alignment and shared culture.

Questions/Discussion



Additional Questions

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