

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.

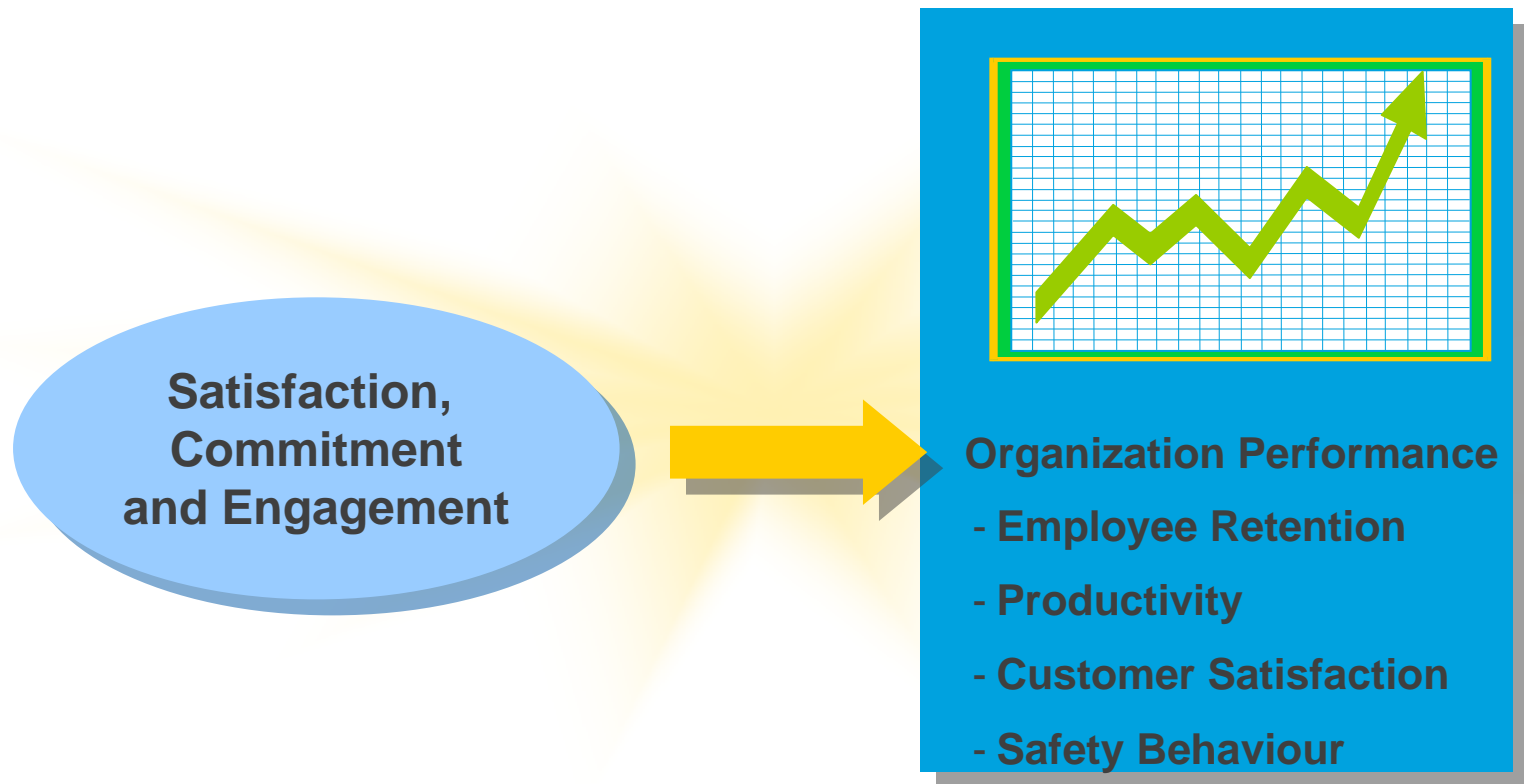
# Key Driver Analysis



# 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:

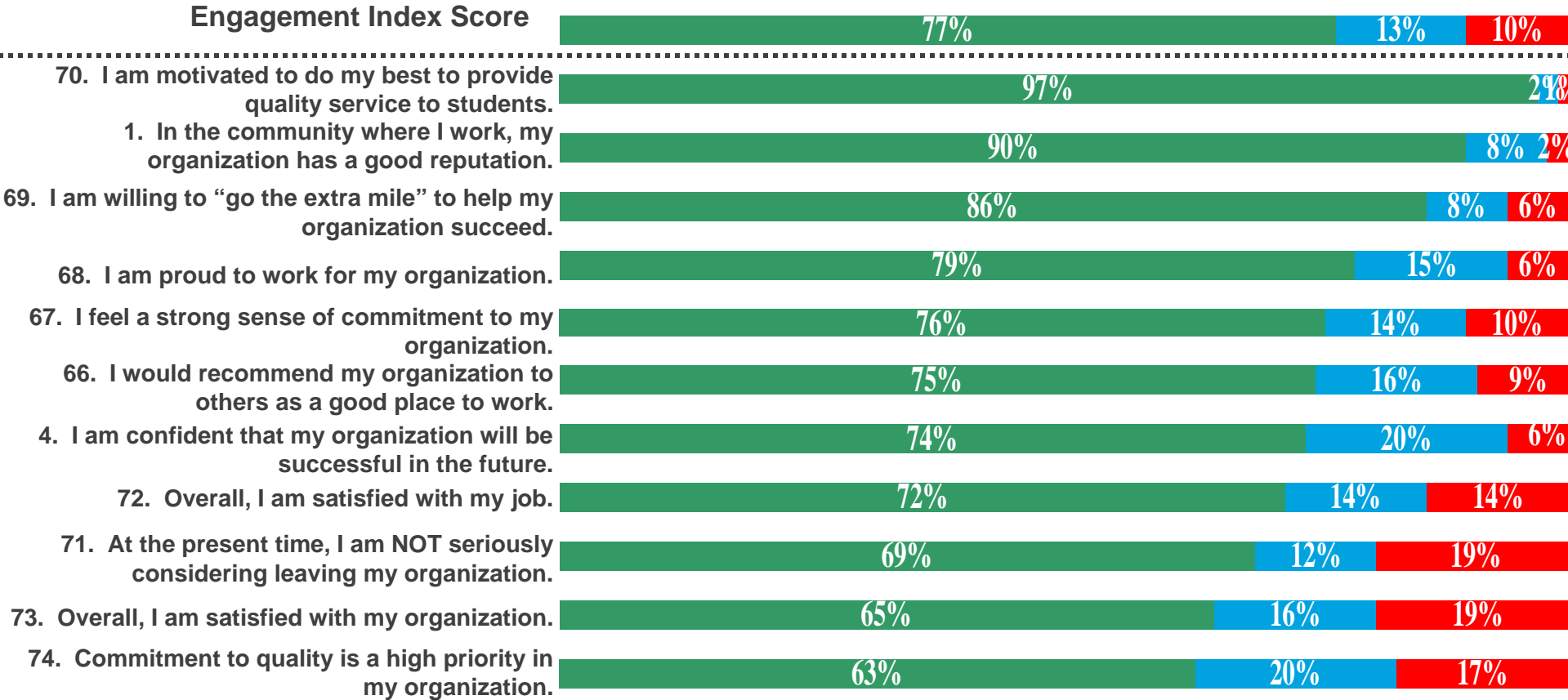
### Employee Engagement

- 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

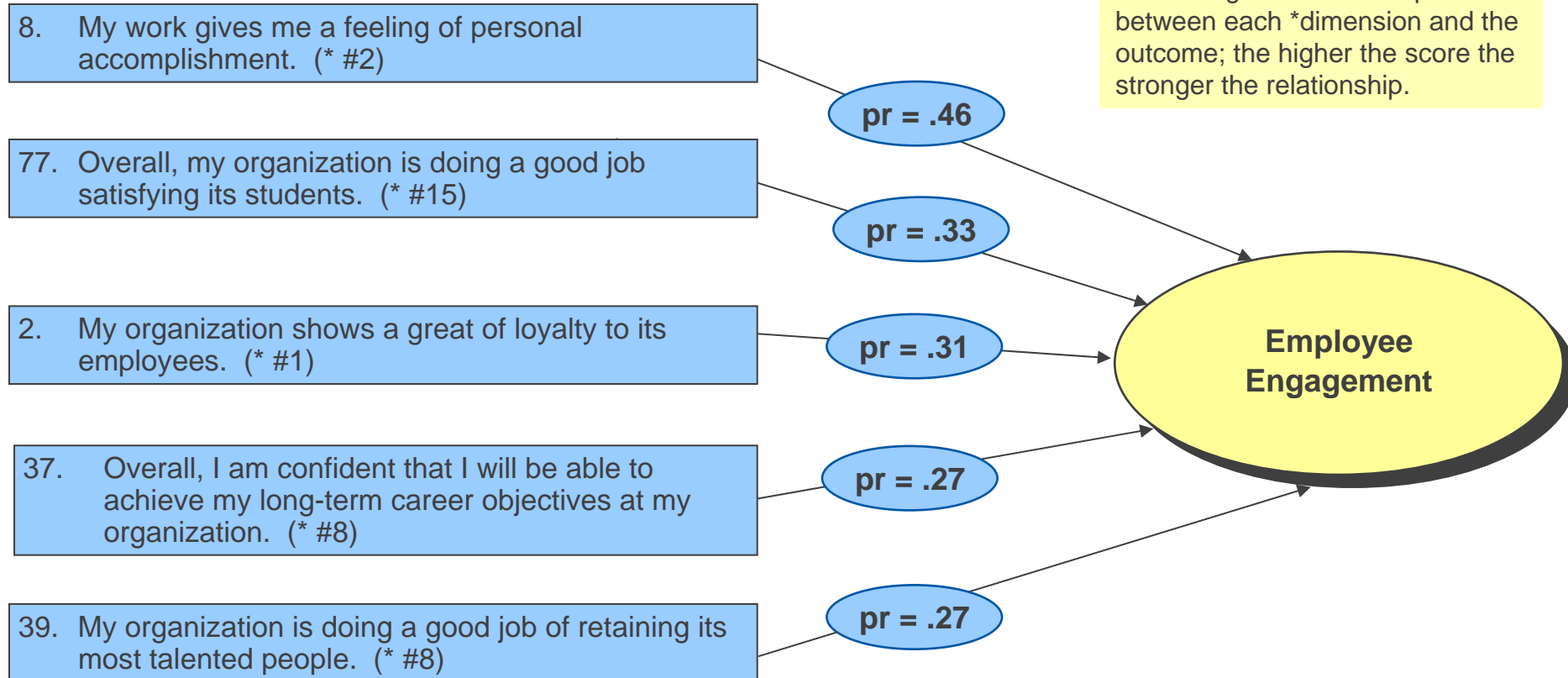


■ Favourable ■ Neutral ■ Unfavourable

# 2008 Employee Survey

## Key Drivers of Engagement

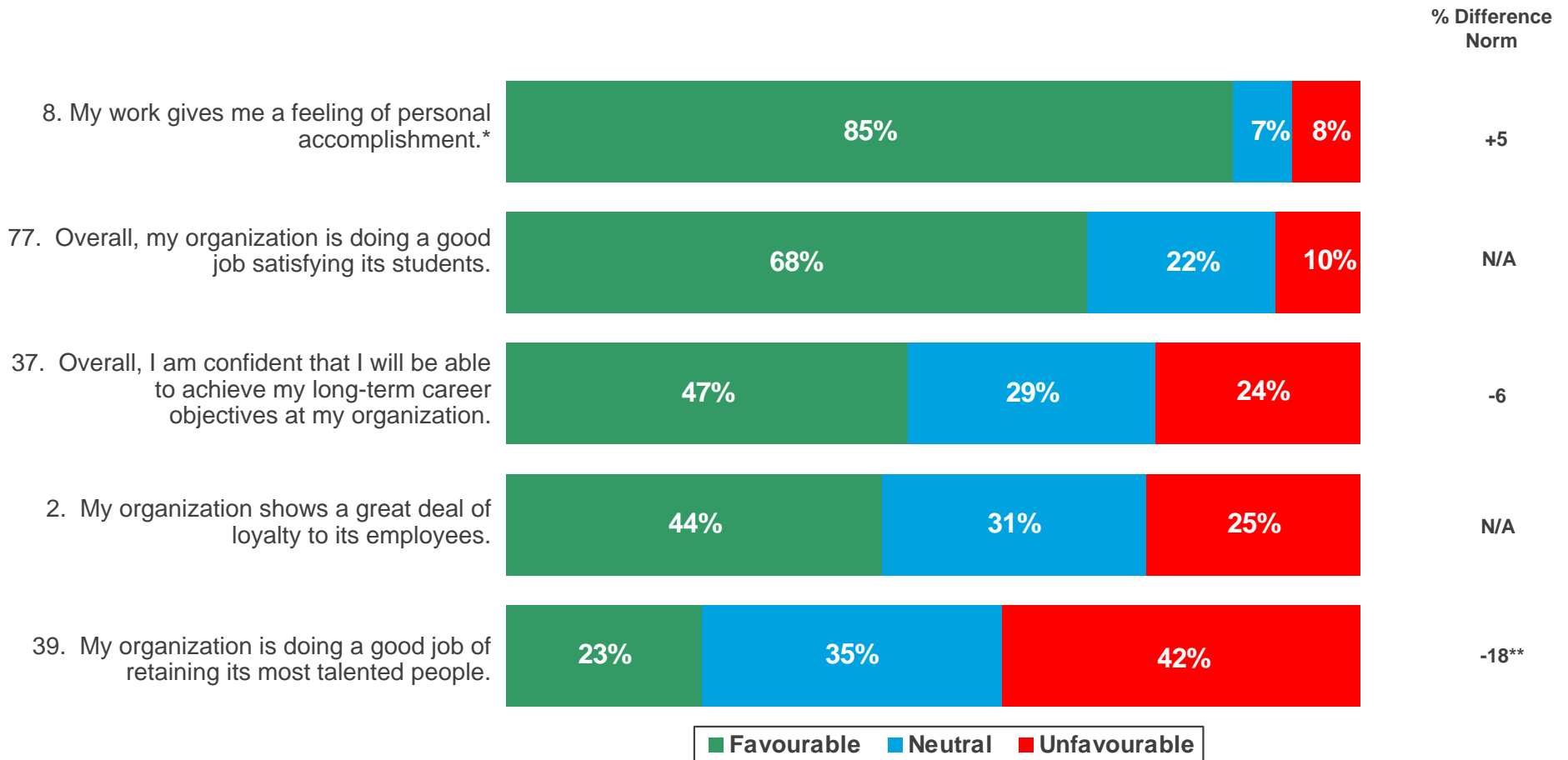
- There were five key drivers of engagement



\*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)

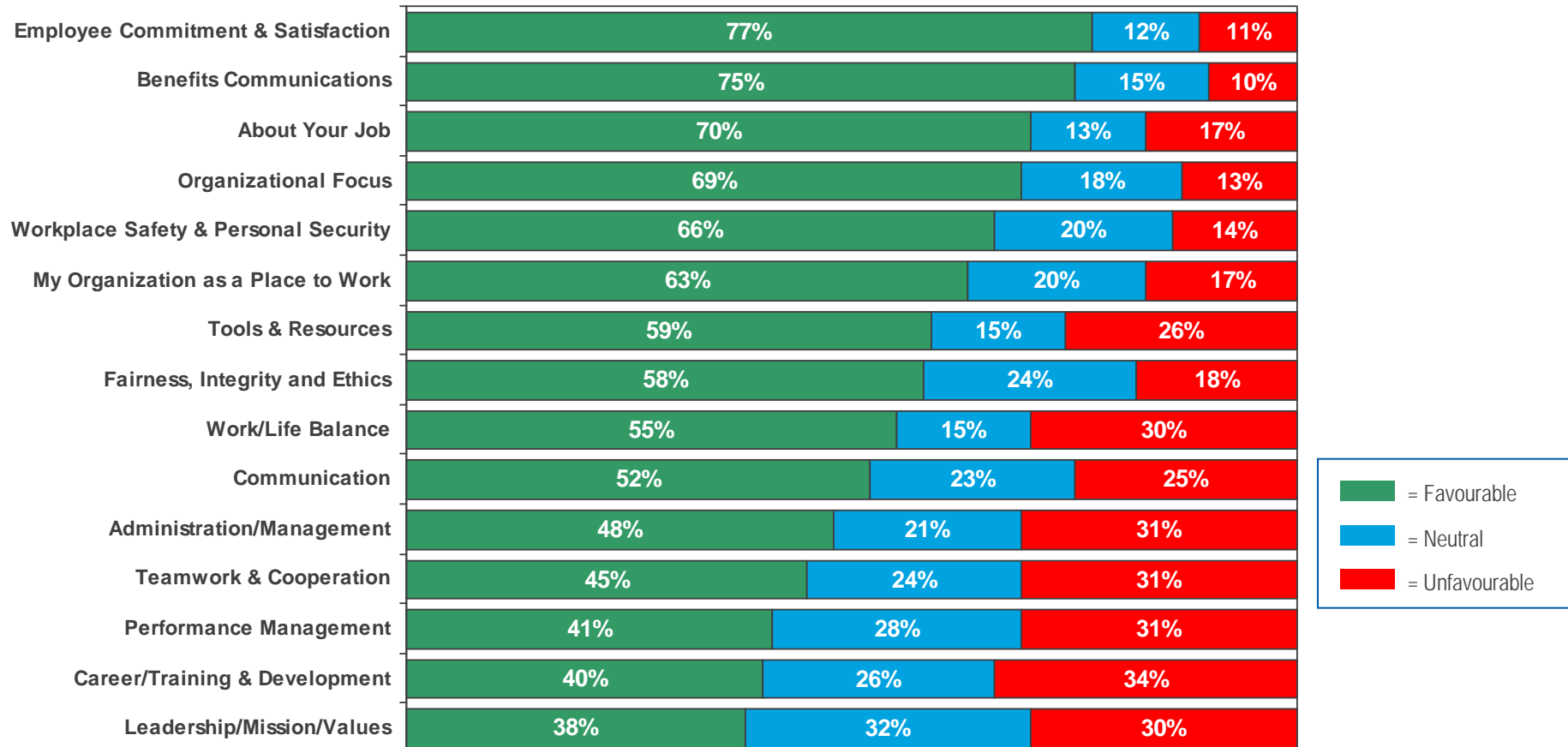


# Overall Results

# 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                 | -26         |
| 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 Groups  |                         |                          |                      |                       |                        |                        |                       |                             |  |
|--------------------------------------|---------------------|-------------------------|--------------------------|----------------------|-----------------------|------------------------|------------------------|-----------------------|-----------------------------|--|
|                                      | 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

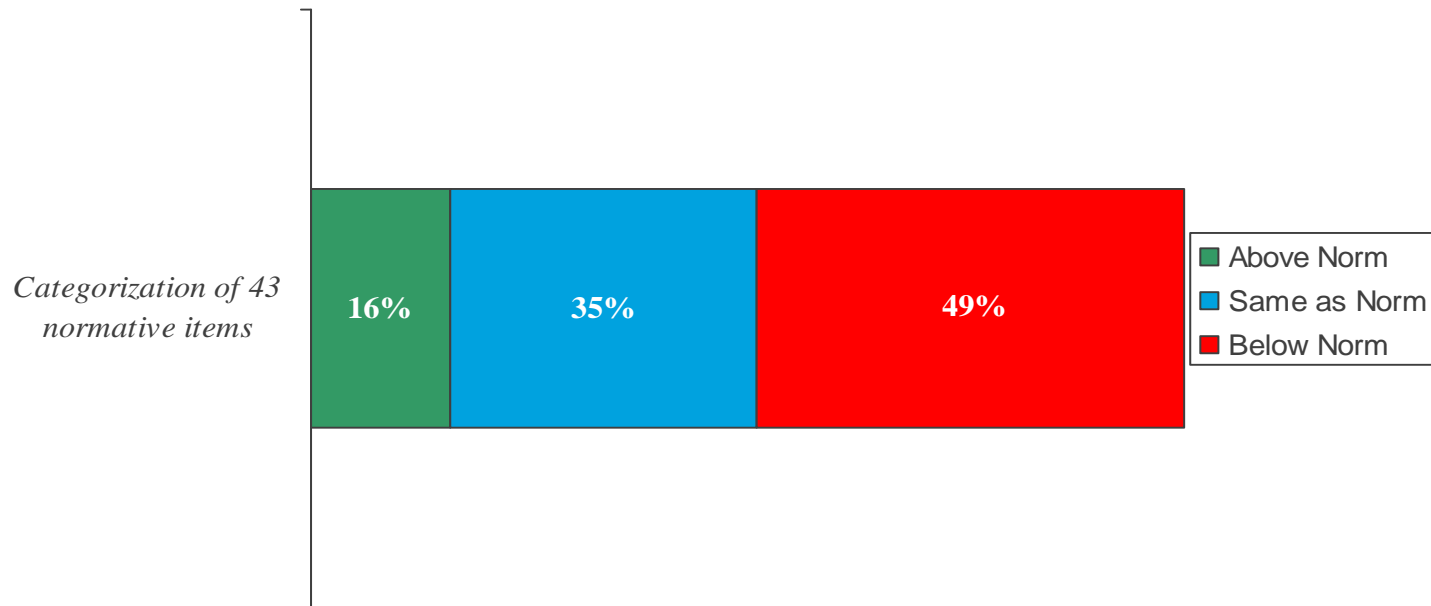


= Significantly above Total VIU

# 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

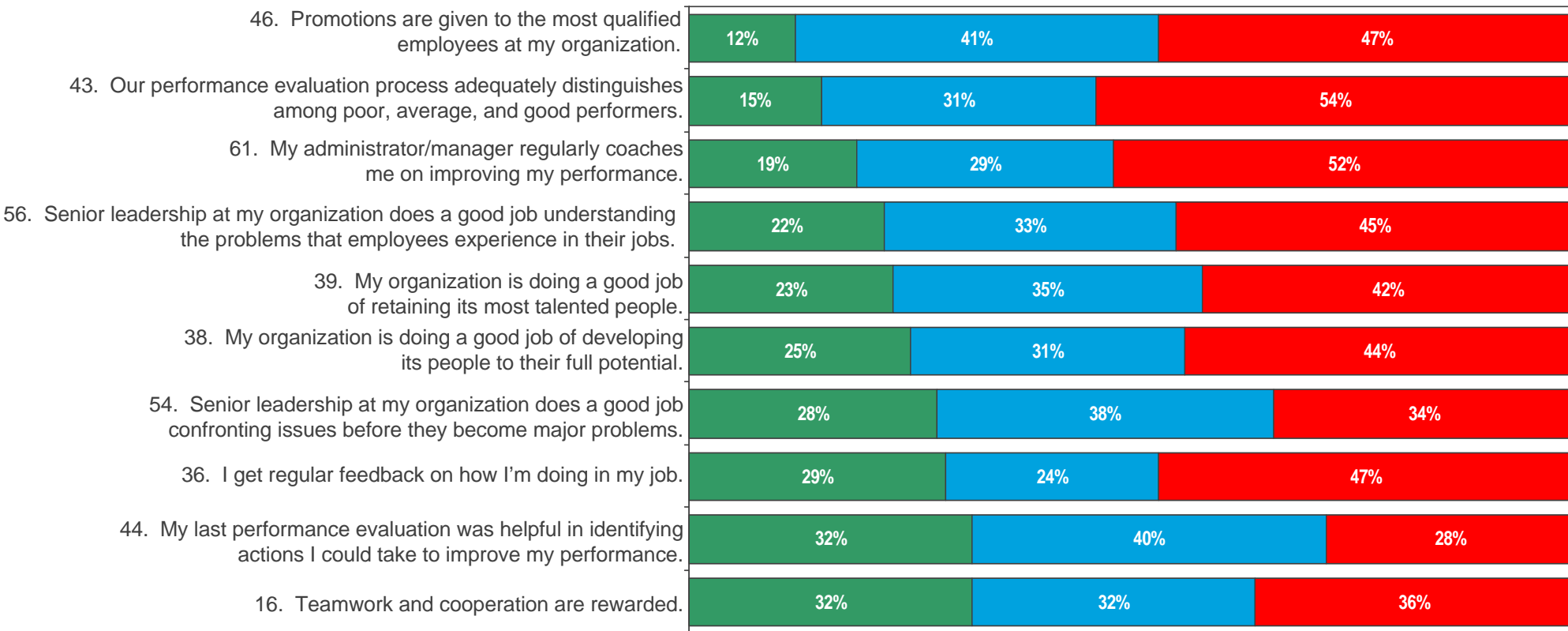
- 7 of the top 10 items were at or above 80% favourable, indicating excellent scores on those items.
- Four items were from the Employee Commitment & Satisfaction dimension, while two were from My Organization as a Place to Work and two were from Benefits Communications.



# 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