

Staff Advisory Council
Presentation to
President's Advisory Council
May 15, 2012

SAC Representatives

Margaret Roberts (ESB) – Chair

Kristina Juarez (Student Life) – Chair Elect

Sara Kleinert (COP) – Past Chair

Kitty Gilbert (SIS) – Past Chair

Staff Advisory Council Career Motivations Survey October-November 2011

Presented to President Eibeck
By SAC Executive Committee
Feb 29, 2012

Survey analysis support contributions
by Zac Spurlin – Assessment, Training & Technology



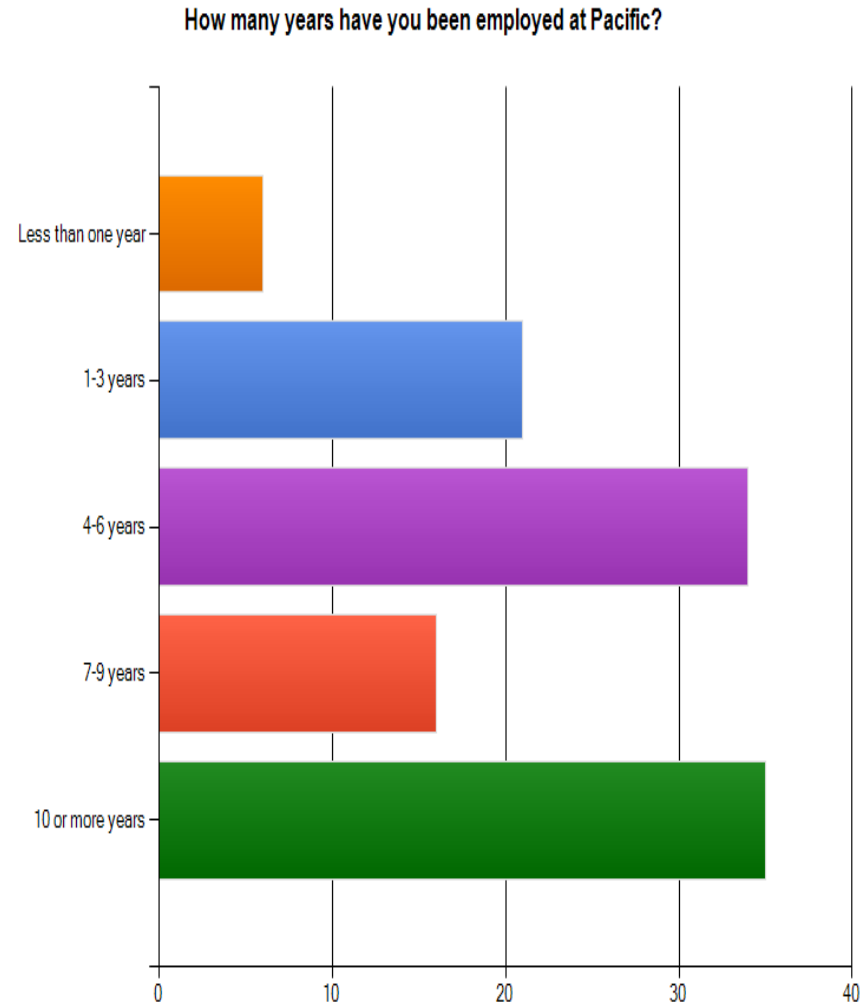
Why we surveyed staff



- SAC & HR hosted an alumni/career expert speaker, Susan Britton Whitcomb, during National Career Month as a motivational event for staff.
- Susan's talk was to focus on how staff at Pacific could take the initiative to position themselves for career growth.
- Our survey was conducted to give Susan an idea of the opportunities and challenges to career growth as perceived by Pacific staff.
- SAC also wanted to know what general concerns staff have to help us prioritize our focus and initiatives.

Who responded

- Non-exempt staff comprised 67% of respondents
- STK and SAC employees participated with 71% of responses from STK.
- SF requested a separate survey but did not collect input.



Pacific Staff Survey Says...

- 52+% of respondents are SATISFIED with their employment at Pacific
- 22+% of all respondents are EXTREMELY SATISFIED with their employment at Pacific
 - **Nearly three quarters of all respondents are happy Pacific employees!**
- 27% are **happy in present job** and feel no need for advancement to increase satisfaction
- 89% of all respondents feel “it is easy to get along with my colleagues”
 - **Pacific staff are nice people to work with!**

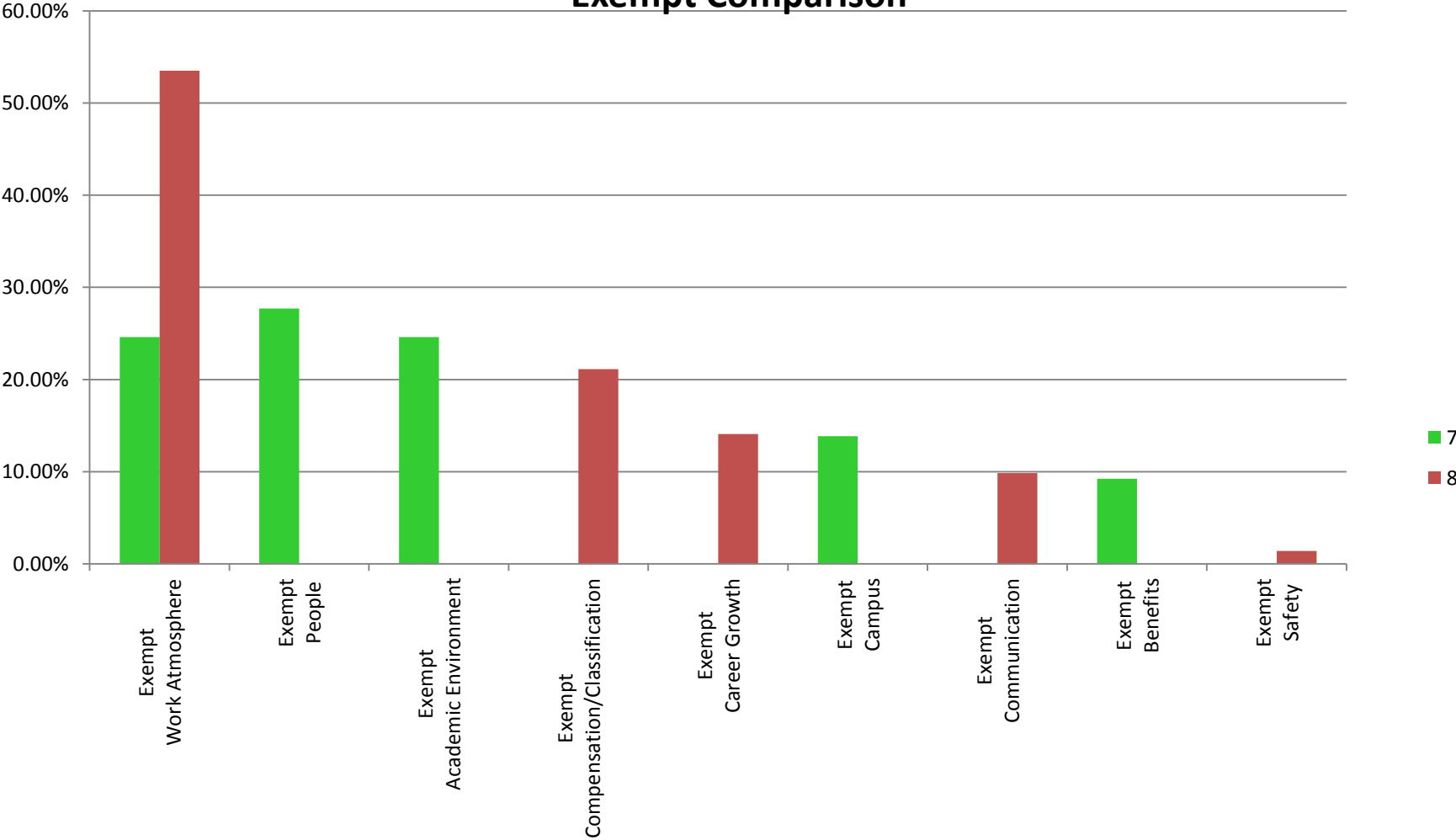
Qualitative Questions

- Open ended prompts were included to elicit input and feedback across a wider range of motivations that characterize employee satisfaction or dissatisfaction.
- **The things I like most about Pacific are?**
 - 75% of respondents answered this prompt
- **The things Pacific could do to make this a better place to work are?**
 - 69% of respondents answered this prompt

Like most vs Pacific could do better

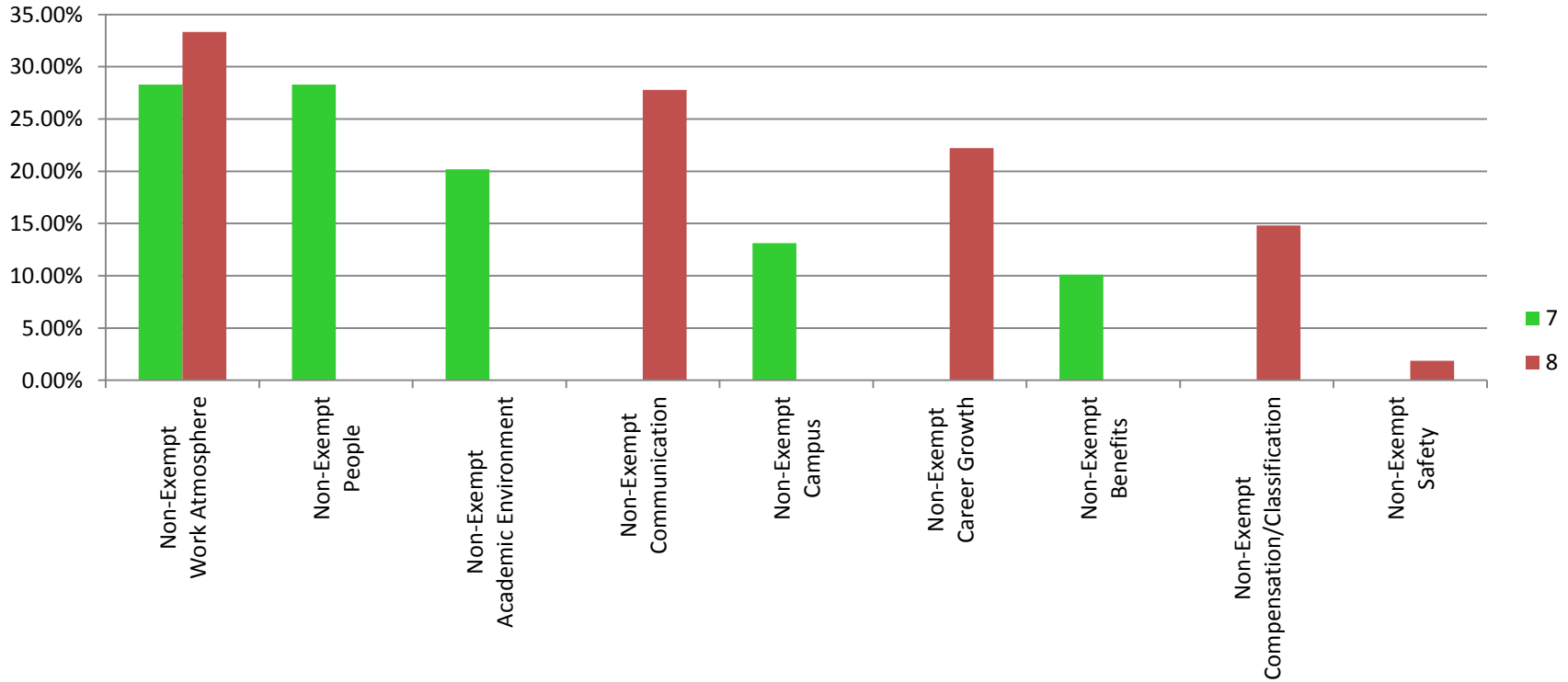
Question 7 (like most) & Question 8 (could do better)

Exempt Comparison



Like most vs. Pacific could do better

Question 7 (like most) & Question 8 (could do better)
Non-Exempt Comparison



Work Atmosphere defined

- **Non-Exempt** Work Atmosphere category included: *Supervisor/Work Atmosphere, Teamwork, Parking, Flexible Hours, Standardizing Procedures, Telecommuting, Upper Management Culture Shift, Understaffed, OIT complaint, Employee Discipline, School Spirit*
- **Exempt** Work Atmosphere category included: *Supervisor/Work Atmosphere, Morale, Parking, Upper Management Culture Shift, Expand Wellness Resources, Flexible hours, Performance Accountability, Standardizing Procedures, Feeling Valued, Facilities, Award Recognition, Ability to attend daytime classes, HR complaint.*

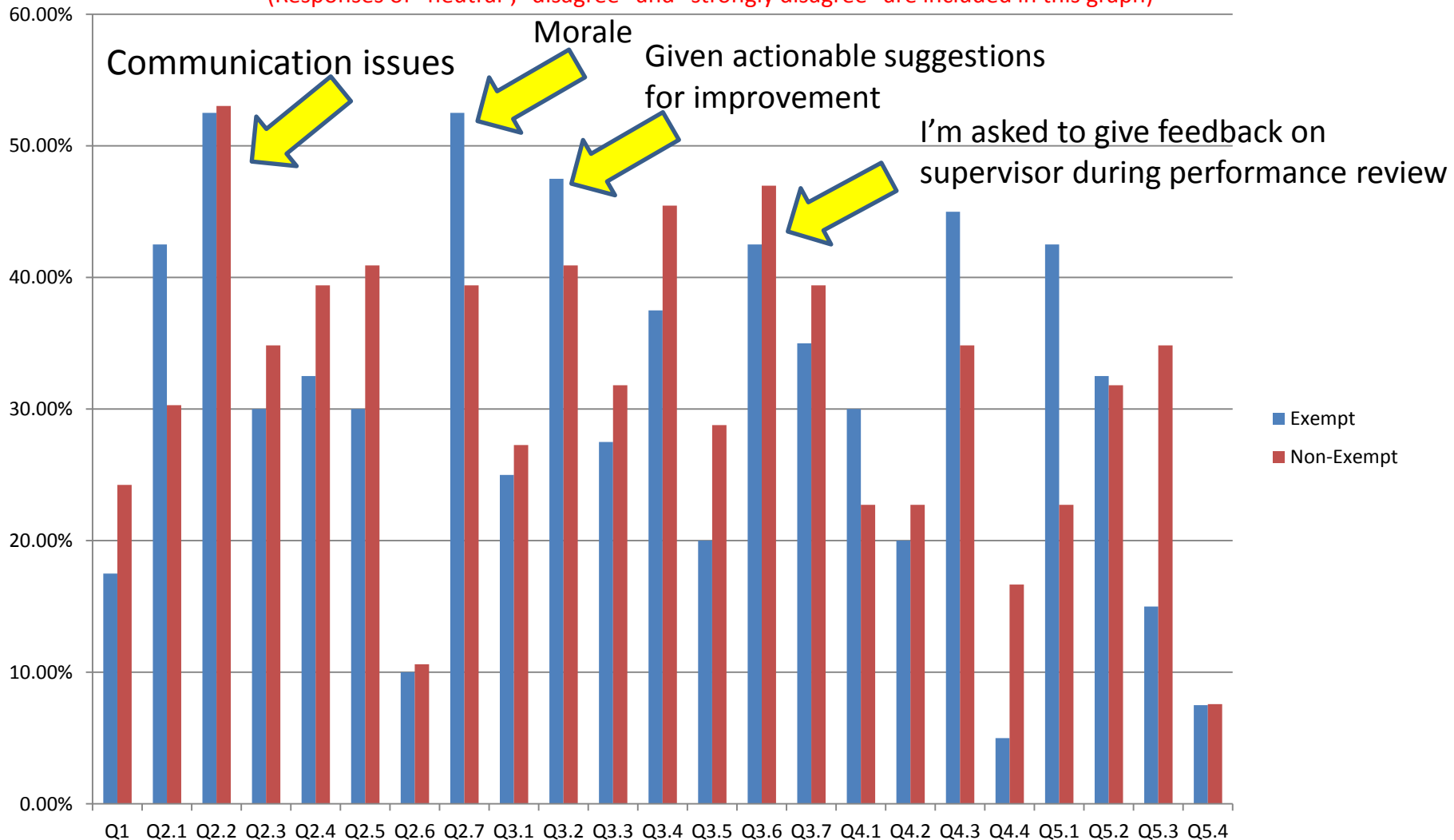
Staff responded to the following questions/prompts:

Question 1		Question 4	
Overall satisfaction with employment at the University	Q1	Pacific offers growth opportunities and I have taken advantage of them one or more times.	Q4.1
Question 2		Pacific offers growth opportunities that fit my career goals and are available to me if I choose to pursue them.	Q4.2
Pacific clearly conveys its mission to its employees.	Q2.1		
There is good communication from managers to employees.	Q2.2	Pacific offers limited growth opportunities that fit my career goals and I am likely to explore growth outside of Pacific.	Q4.3
I have the tools and resources I need to do my job.	Q2.3	Pacific does not offer any growth opportunities that fit my career goals and I will look elsewhere when and if I am ready to advance my career.	Q4.4
I have the training I need to do my job.	Q2.4		
The amount of work expected of me is reasonable.	Q2.5		
It is easy to get along with my colleagues.	Q2.6		
The morale in my department is high.	Q2.7		
Question 3		Question 5	
My supervisor promotes an atmosphere of teamwork.	Q3.1	I am eager to advance my career at Pacific and am encouraged to do so by my supervisor.	Q5.1
My supervisor provides me with actionable suggestions on what I can do to improve.	Q3.2	I would consider advancing my career at Pacific but I'm not sure my supervisor is supportive.	Q5.2
When I have questions or concerns, my supervisor is able to address them.	Q3.3	I am happy in the job I have and don't need to advance my career for additional satisfaction.	Q5.3
My supervisor encourages me to develop new skills and consider promotion opportunities.	Q3.4	I am not satisfied in my job and would not choose to advance my career at Pacific.	Q5.4
I have been given feedback during a formal annual review meeting with my supervisor in the last year.	Q3.5		
During a formal annual review meeting I was asked for feedback on my work, the department and/or my supervisor in the last year.	Q3.6		
Performance evaluations are taken seriously by my supervisor and my department.	Q3.7		

Pacific Staff Concerns

Staff Career Growth Survey Results **based on dissatisfaction**

(Responses of "neutral", "disagree" and "strongly disagree" are included in this graph)



Pacific Staff Survey says...

- 54% of respondents feel **Pacific offers “limited” or “no growth opportunities”** and will look elsewhere when ready to advance
- 33% would like to advance career at Pacific but **don't feel supervisor is supportive** (see Q3.4 on previous graph!)
- Nearly 40% of respondents feel **performance evaluations are NOT taken seriously** by their supervisor or department
- 54+% of respondents feel there are **communication gaps** at Pacific

Areas of Greatest Concern for Staff

- Communication gaps (at and across all levels)
- Supervisors (more/better training of management skills, giving and asking for feedback, developing talent within their staff)
- Training & Development for staff
- Morale (particularly amongst Exempt staff)

SAC Recommendation on **COMMUNICATION**

- Establish a broader communication protocol for information regarding business operations to be disseminated directly to ALL employees
 - Information doesn't always (or often) get passed along
 - Employees can be more productive and proactive with complete information
- Develop an appropriate mechanism for staff to provide feedback on supervisors in the performance evaluation period
 - Including this in the “comments” on the employee's review is not an acceptable method for the staff.

SAC Recommendations on **SUPERVISORS**

- Require newly hired/promoted supervisors to complete training on:
 - Effective communication with subordinates
 - Conducting performance evaluations (positive and constructive input) and ongoing feedback
 - Recruiting & hiring processes and policies

Note: This should include faculty who supervise staff.

SAC Recommendations on TRAINING & DEVELOPMENT

- Foster a culture at Pacific where growth is encouraged and supported!
 - Make a commitment to every staff member of a minimum of 16 hours per year of training related to current or promotional job growth. (Should not include mandated training required of staff.)
 - Set expectations for supervisors to encourage staff development.
 - Don't limit training to campus resources, but encourage these!!!

SAC Recommendations on MORALE

- Make the new quarterly employee recognition program EASY to contribute to.
 - Simple online survey for nominations on a rolling basis to encourage ‘on the spot’ submission.
- Address the ongoing issue of disparity between internal promotion/pay and external hire.
 - The 5% - 10% promotion policy is stated as a “guideline” but applied as a strict policy.