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 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

- Exempt Work Atmosphere
- Exempt People
- Exempt Academic Environment
- Exempt Compensation/Classification
- Exempt Career Growth
- Exempt Campus
- Exempt Communication
- Exempt Benefits
- Exempt Safety
Like most vs. Pacific could do better

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


Staff responded to the following questions/prompts:

<table>
<thead>
<tr>
<th>Question 1</th>
<th>Question 4</th>
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<tbody>
<tr>
<td>Overall satisfaction with employment at the University</td>
<td>Pacific offers growth opportunities and I have taken advantage of them one or more times.</td>
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<table>
<thead>
<tr>
<th>Question 2</th>
<th>Question 4</th>
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<tr>
<td>Pacific clearly conveys its mission to its employees.</td>
<td>Pacific offers growth opportunities that fit my career goals and are available to me if I choose to pursue them.</td>
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<tr>
<td>There is good communication from managers to employees.</td>
<td>Pacific offers limited growth opportunities that fit my career goals and I am likely to explore growth outside of Pacific.</td>
</tr>
<tr>
<td>I have the tools and resources I need to do my job.</td>
<td>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.</td>
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<tr>
<td>I have the training I need to do my job.</td>
<td>Q4.1</td>
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<tr>
<td>The amount of work expected of me is reasonable.</td>
<td>Q4.2</td>
</tr>
<tr>
<td>It is easy to get along with my colleagues.</td>
<td>Q4.3</td>
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<tr>
<td>The morale in my department is high.</td>
<td>Q4.4</td>
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<thead>
<tr>
<th>Question 3</th>
<th>Question 5</th>
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<tr>
<td>My supervisor promotes an atmosphere of teamwork.</td>
<td>I am eager to advance my career at Pacific and am encouraged to do so by my supervisor.</td>
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<tr>
<td>My supervisor provides me with actionable suggestions on what I can do to improve.</td>
<td>I would consider advancing my career at Pacific but I’m not sure my supervisor is supportive.</td>
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<tr>
<td>When I have questions or concerns, my supervisor is able to address them.</td>
<td>I am happy in the job I have and don’t need to advance my career for additional satisfaction.</td>
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<tr>
<td>My supervisor encourages me to develop new skills and consider promotion opportunities.</td>
<td>I am not satisfied in my job and would not choose to advance my career at Pacific.</td>
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<tr>
<td>I have been given feedback during a formal annual review meeting with my supervisor in the last year.</td>
<td>Q5.1</td>
</tr>
<tr>
<td>During a formal annual review meeting I was asked for feedback on my work, the department and/or my supervisor in the last year.</td>
<td>Q5.2</td>
</tr>
<tr>
<td>Performance evaluations are taken seriously by my supervisor and my department.</td>
<td>Q5.3</td>
</tr>
<tr>
<td>Q3.1</td>
<td>Q3.2</td>
</tr>
<tr>
<td>Q3.3</td>
<td>Q3.4</td>
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<tr>
<td>Q3.5</td>
<td>Q3.6</td>
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<tr>
<td>Q3.7</td>
<td>Q3.8</td>
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Staff Career Growth Survey Results based on dissatisfaction
(Responses of “neutral”, “disagree” and “strongly disagree” are included in this graph)

- Communication issues
- Morale
  - Given actionable suggestions for improvement
  - I’m asked to give feedback on supervisor during performance review

Exempt
Non-Exempt
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.