

2022 UMB STAFF EXPERIENCE SURVEY REPORT GUIDE

The survey is designed to assess employees’ satisfaction with their work environment. Each report consists of 58 items measured on a 5-point scale ranging from 1 (Not at all Satisfied) to 5 (Extremely Satisfied). It begins with the following item:

Overall, I am a satisfied UMB employee.

The remaining satisfaction questions fall under the following six Dimensions:

- (1) Satisfaction with UMB
- (2) Department - Mission & Goals
- (3) Department Effectiveness
- (4) Supervisor Effectiveness
- (5) Employee Effectiveness, and (6) Diversity & Climate

The goal of the survey is to identify key Strengths (areas where UMB is doing well) and Opportunities (areas where issues can be addressed). A given item or survey Dimension is assigned a place on the map of Strengths and Opportunities based on two factors: 1) How strongly people agreed or disagreed with that item or combination of items (Dimension) and 2) How strongly that item or Dimension was related to Overall Satisfaction.

The survey includes one Retention item *“I can see myself working at the same Department in 1-2 years time.”* Finally, the survey also includes a single item, *“How likely is it that you would recommend working at UMB to a friend or colleague?”* measured on a scale of 0 (Not at all Likely) to 10 (Extremely Likely). Data collected from this question is used to calculate the Employee Net Promoter Score (eNPS), which is used to determine growth potential. The survey also asks employees to provide comments regarding their workplace and what can be done for improvement.

Two types of reports are available: Scatterplot and Basic. A scatterplot report is generated if a department’s total number of respondents is over 24, which is a reasonable number of cases for conducting statistical analyses. Basic reports, which contain only descriptive statistics, will be generated if the number of respondents is greater than 4 but fewer than 25. No reports will be generated if the number of respondents is under 5. The following table describes the type of statistics and contents that are included in the scatterplot or basic reports.

	Scatterplot	Basic
Number of respondents	25 and above	5 to 24
P. 1 – Executive Summary	✓	✓
P. 2 – Descriptive Statistics		
Response Summary	✓	✓
Overall Satisfaction Breakdown	✓	✓
Top 5 Strengths & Opportunities, derived from:	Scatterplot	Ranked Means
Satisfaction Question Means/Trend by Dimension	✓	✓
Retention	✓	✓
Employee Net Promoter Score	✓	✓
P. 3 - Mean Trends and scores compared with those of VC level	✓	✓
P. 4 – Scatterplot (if applicable)	✓	n/a
P. 4/5 - Survey questions	✓	✓
P. 5/6-11 – Benchmarks	✓	✓

Report Section	Location	Description
Executive Summary	Page 1	<p>Survey Background</p> <ul style="list-style-type: none"> History, Survey Dates, Response Rates for current year <p>Key Performance Indicators (KPI):</p> <ul style="list-style-type: none"> Response Rate, % Satisfied, Satisfaction Mean Score, Retention: See self at same Department in 1-2 years Top Satisfaction Items, Lowest Satisfaction Items, Largest Change from previous year Largest Drivers of Satisfaction: Influential Strengths and Primary Opportunities <p>Next Steps</p> <ul style="list-style-type: none"> Recommendations and dates for action
Highlights	Page 2, top left	<p>Contains an overview of survey responses, including:</p> <ul style="list-style-type: none"> Total number of respondents. Items representing Strengths. Items representing Opportunities. Strengths are ranked by Correlation Coefficient x Mean Score, if this question falls into the Influential Strengths category. Basic: Highest ranked mean scores. Opportunities are ranked by Correlation Coefficient/Mean Score, if this question falls into the Primary Opportunities category. Basic: Lowest ranked mean scores.
Overall Satisfaction item breakdown	Page 2, top right	Shows mean, standard deviation, and the number and percentage of responses in each response category for the Overall Satisfaction question.
Dimension Mean Scores and Trends	Page 2, Center	Table shows mean scores for each of the six dimensions with 3-year trend lines. A star icon is shown below if the change from the current year to last year is statistically significant.
Retention Item(s) Percentages	Page 2, Center	Response distributions for retention item(s): Seeing self at same Department in 1-2 years; Seeing self at the University in 1-2 years.
Employee Net Promoter Score	Page 2, Lower Center	eNPS is a ratio between two items on the survey: Likelihood to Recommend UMB and Overall Satisfaction.
Survey Question Mean Scores	Page 3	Shows mean scores by item compared to those of the overall UMB mean scores, which are color-coded according to the scale in the upper left corner of the page. Note: for any question with less than 5 responses, the cell will show as empty. If all questions are less than 5 responses, no values will show for the entire year.
Strengths & Opportunities Scatterplot by Dimension	Page 4, top	Only available in scatterplot reports. Shows where each survey Dimension falls on the map of Strengths versus Opportunities, based on each Dimension mean's correlation with overall satisfaction. See page 4 of this guide for a full description.
List of Strengths and Opportunities by Question	Page 4, bottom	Only available in scatterplot reports. Shows where each survey item falls on the map of Strengths versus Opportunities, based on each item mean's correlation with overall satisfaction. Note that starting in 2022, dimensions only at the <u>Department Level</u> are included in the analysis. See page 4 of this guide for a full description.
Table of Strengths & Opportunities Scores	Page 4, right	Only available in scatterplot reports. Exhibits data from Strength/Opportunity Scatterplot by Survey Question in table form, showing item means by Dimension, correlation with Overall Satisfaction, and which category of Strength/Opportunity each Dimension and each individual item falls into. Note that starting in 2022, dimensions only at the <u>Department Level</u> are included in the analysis.
Question List	Page 5 (p. 4 for Basic reports)	List of survey questions.
Benchmarks	Page 6 (p. 5 for Basic Reports)	Benchmark summaries for UMB results relative to other universities across multiple satisfaction dimensions.

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SCATTERPLOTS

Scatterplot graphs are conducted only if there are over 24 responses for a particular unit or department, which is a reasonable number of cases for statistical analyses.

How to develop/interpret a Scatterplot for customer satisfaction questions

1. Calculate the mean scores of all questions (except for Overall Satisfaction)

2. Calculate the correlation coefficient for all questions with Overall Satisfaction. This enables us to identify if a question has a strong (>0.5) or weak (0.1 - 0.2) relationship with Overall Satisfaction

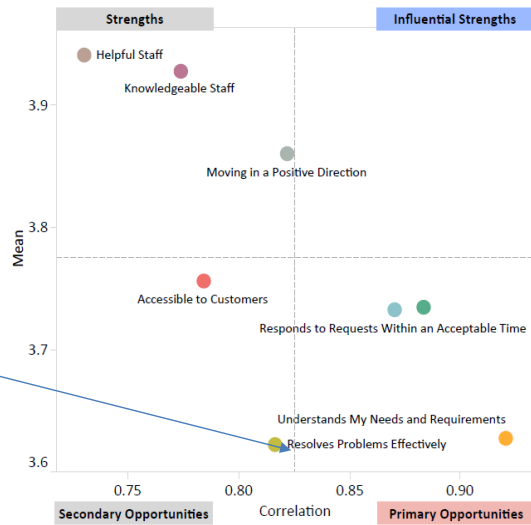
3. Obtain the average mean score and average correlation coefficient for all questions (exclude Overall Satisfaction)

4. Use the average mean (3.78) and average coefficient (0.83) scores to define the boundaries of the four quadrants

5. Then plot all questions onto the quadrants using their respective mean scores and correlation coefficients.

Question (examples)	Mean	Corr
Understands	3.63	0.92
Accessible	3.76	0.78
Facilitates	3.62	0.82
Helpful	3.94	0.73
Knowledgeable	3.93	0.77
Moving	3.86	0.82
Provides	3.73	0.88
Responsive to requests	3.73	0.87
Average	3.78	0.83

Strengths and Opportunities by Survey Question With Axes at the Average Question Mean and Average Question by Overall Satisfaction Correlation
Correlation Coefficient Average = 0.83, Mean Average = 3.78



<p>Strengths Higher than average mean score, lower than average correlation. "Keep up the good work"</p>	<p>Influential Strengths Higher than average mean score, higher than average correlation. "Keep an eye on"</p>
<p>Secondary Opps Lower than average mean score, lower than average correlation. "Low Priority"</p>	<p>Primary Opps Lower than average mean score, higher than average correlation. "Concentrate Efforts"</p>

Mean of Attribute/Questions (1 - lowest, 5 - highest): The higher the score, the stronger the attribute.
Correlation Coefficient - Strength of a linear relationship between an attribute and Overall Satisfaction (scale: -1 to 1. Weak: 0.1, moderate: 0.3, strong: 0.5). The higher the coefficient, the stronger the relationship. Correlation does not imply causal relationship.

Note: if all attributes' mean scores are above 4.30 (excellent) and the coefficients are above 0.50, all should be considered strengths. The opportunity for the following year will be to sustain the excellent scores.

NOTES ON STATISTICS AND ANALYSIS

- Consider the number of responses (n) that your administrative unit received. The larger the number of responses, the more confidence you can have that they reflect what you would find if you were able to ask all academics, staff, and county-paid employees.
- Keep the item response scale in mind when looking at item and dimension MEAN scores:

Below 3.00: LOW	3.00 to 3.59: MARGINAL	3.60 to 4.29: GOOD	4.30 and above: EXCELLENT
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- Similarly, the size of the CORRELATION reflects the strength when looking at the relationship of items to Overall Satisfaction:

.10 WEAK	.30 MODERATE	.50 STRONG
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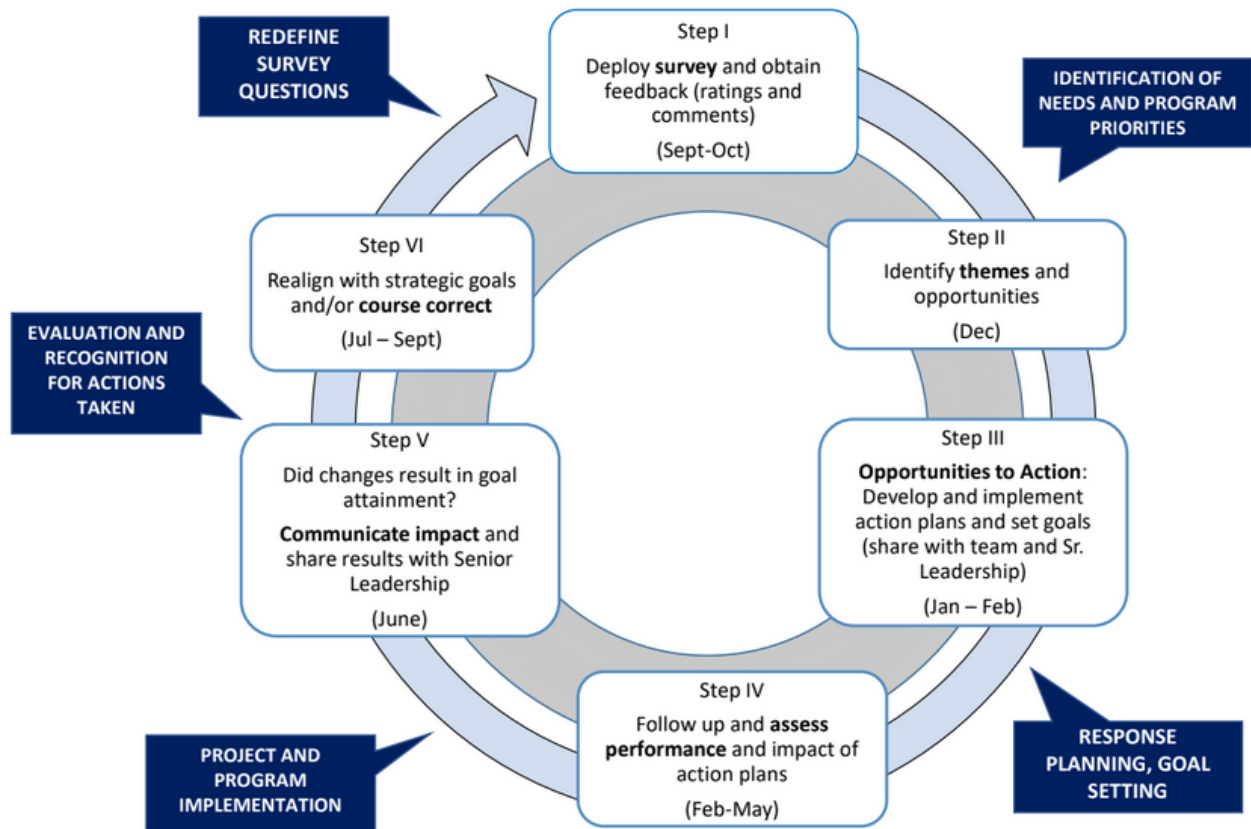
- **Statistical significance** indicates a difference between means that we are 95% certain did not occur by chance. The cutoff varies according to the size of the comparison groups. Small groups require a bigger difference to reach significance.
- Statistical significance does not always translate to real-world significance. Whether or not they are significant, differences between means are probably more important when they:
 - *Change direction* (e.g., move from neutral to positive, neutral to negative, negative to positive)
 - *Cross a boundary* (MARGINAL to LOW; GOOD to EXCELLENT)

VERBATIM COMMENTS

The verbatim comments provide valuable insight into the thoughts and feelings of academics, staff, and county-paid employees directly in their own words. They are not edited or redacted. This information is intended for senior leaders and unit heads to use in conjunction with the reports to better understand employees' feelings and experiences in the workplace. **Trust is critical.** Be sensitive to how the verbatim comments are used or communicated within your organization. The comments are anonymous but grouped by unit level, and thus perceptions of anonymity may be a concern.

Sample Survey Cycle

(Dates will be different according to your survey schedule)



Sharing the results is the most important step!

Discuss the meaning of results with leadership and staff.

- Ask what these results mean to them. Were there any surprises? Were there any particular cases or exceptional situations that may put the results in context?
- Is there a common understanding of what the questions mean?
- For the Strengths/Primary Opportunities scatter graph chart, look at the overall picture. Is the overall mean score already at or above 4.30? If so, be realistic about the ROI of investing resources to making these scores even higher.
- Be sure to look at patterns across time as well as the current year.

Commit to taking specific needed action based on your results.

- Identify benchmarks that you are trying to meet. For example, how do your results compare to previous surveys?

Communicate the results.

- For example, post results on your internal webpage. **DON'T FORGET TO CELEBRATE THE POSITIVE!**