Quality of Work-Life Survey Update

March 26, 2007
Survey example:

CASE WESTERN RESERVE UNIVERSITY
QUALITY OF WORKLIFE SURVEY

The purpose of this questionnaire is to give you a chance to express your feelings about various aspects of your work. Your answers to the questionnaire are anonymous. No one will know how you or an individual answered these questions. All responses will be analyzed by external consultants. We encourage you to be open and honest in your answers, for only then will the results of the survey have any real meaning.

INSTRUCTIONS:
* Leave blank any item that does not apply.
* Use black ink or black marker.

* Fill in circles completely.
* Do not fold or bend this form.
* Make no stray marks of any kind.

GENERAL INFORMATION

To help us determine how different groups of employees feel about the subjects in this survey, please fill in one of the circles in each area below indicating the information requested.

Using the list of department code numbers (*) you have been given, fill in the circles below that indicate the five-digit code number for your group. Please write the number in the boxes at the top of this grid:

0  1  2  3  4  5  6  7  8  9

* Does not refer to any university code.

On which shift do you usually work? (Fill in one)

- Days
- Evenings
- Rotating Shifts
- Weekends Only
- Nights
- Other

Using the list of expense code numbers you have been given, fill in the circles below indicating the two-digit cost number for your job. Please write the number in the boxes at the top of this grid:

0  1  2  3  4  5  6  7  8  9

How long have you worked at Case? (Fill in one)

- Less than 6 months
- 6 - 12 months
- 1 - 5 years
- 6 - 10 years
- Over 10 years
Case Western Reserve University
Participation: Employee Survey

Total completed: 2,397

Response rate: 75%

Normal response rate: 55%
Consider all aspects of your job. Then, fill in the circle above the statement that best expresses how you feel about your job in general. Please fill in only one.

Extremely Satisfied  Generally Satisfied  Slightly Satisfied  Neutral  Slightly Dissatisfied  Generally Dissatisfied  Extremely Dissatisfied
General Satisfaction Results

Case 2005: 5.01
National Norm: 4.59
Neutral Midpoint: 4.00
University Group Dimensions

- **Communication** - Ratings of the occurrence of regular departmental meetings, perceived “voice” in decisions that impact staff, the effectiveness of inter-departmental communication and the complaint resolution process.

- **Coworker Relations** - Perceptions of coworker accountability and employee feelings about their coworkers.

- **Supervisor** - The extent to which employees feel their supervisor communicates expectations, keeps them informed, provides feedback, accepts disagreement and criticism, solicits input, holds staff accountable, cares about staff, and generally provides good leadership.

- **Supervisor’s Immediate Superior** - The extent to which the middle management group at Case seems to care about the staff in the organization, does a good job providing leadership and keeps staff informed regarding the things they should know.
The opinion survey consists of 13 dimensions, each of which were measured by two or more survey questions. These dimensions include:

- **Work** – Feelings about work accomplishment, decision authority, workload adequacy, staffing, departmental operating efficiency, and willingness to recommend Case as a good place to work.

- **Rewards/Recognition** – The extent to which staff feel the pay system rewards good performance and is fair and competitive, and their satisfaction with recognition/appreciation and the overall benefits package.

- **Working Conditions** – How adequate employees perceive equipment/supplies, safety, and security to be.

- **Development** – How effective survey respondents perceive performance evaluations, training programs and the equal opportunity program to be, and the extent to which they feel supervisors encourage skill development.
University Group Dimensions

- **Senior Management/Administration** - The extent to which Leadership at Case seems to demonstrate caring for the staff in the organization, does a good job providing leadership, and appropriately balances quality education for students and a strong financial “bottom line”.

- **Work Toxicity** - The extent to which people feel they have so much work it is impossible to do it all well and feelings that work pressures are making them frustrated and angry.

- **Retention** - Questions asking if employees frequently think about leaving their job, think about transferring to another department at Case and are actively looking for a job elsewhere.

- **Trends** - Assessments of how things have changed in the past six months in terms of general morale, trust in leadership, staffing adequacy, education/service quality, and Case as a place in which to work.

- **Diversity** - Items asking if, regardless of differences in group diversity, employees are rewarded fairly, treated equally and with courtesy and respect by their coworkers and supervisors, have equal opportunities under the University’s policies and procedures, and know how and to whom to communicate concerns they might have about unfair or discriminatory treatment.
The Survey Feedback Process

Survey feedback objectives:

- To fulfill expectations by reporting results
- To involve those who did not participate
- To clarify issues the survey revealed
- To establish priorities for responding to employee concerns.
- To obtain input that can be used to develop plans for improvement
- To manage expectations
The Survey Feedback Process

Department/unit meetings to:

* Review (briefly) group results
* Ask “what else?”
* Categorize issues: “A, B, C & D”
* Solicit input for “A’s” and “B’s”
* Develop action plans
QWL Steering Committee

- Retreat held in December 2005.
- Issues broken into two types
  - Green
    - Solution generation: Immediate
    - Time needed for implementation: Low
    - Level of Support Needed: High
  - Red
    - Solution generation: Timely
    - Time needed for implementation: High
    - Level of Support Needed: High
Green Issues

- Communication
  - Case Daily
  - Provide open justification for lay-offs

- Compensation
  - Supervisory session to discuss compensation at Case.
Red Issue - Communication

- Regular communication from Senior Leadership
- Send clear messages/e-mails that reflect honest communication.
- Communicate key issues as they happen to lessen rumors.
- Offer training sessions on communication by a Case faculty member.
Red – Training and Development

- Time Management Sessions
- Supervisory Training Program
- Non-exempt vs. Exempt
- Develop a clearing house of training programs.
- Faculty supervisory training
- Encourage individual development plans
Red- Performance Management

- Department Objectives Needed
- Move all employees to a common review date.
- Computerize review process.

Unable to do until budget issues addressed:
- Incentive based compensation
- 360 Feedback
- Mentorship program
Red - Re-Engineering

- Applications of technology
  - ERP (Journals, P-Card, Distribution)
  - HCM
- Plan for employees to work from home.
- Identify and deliver standards of service
Red- Support Senior Leadership

- Ask what people need rather than assume
- Monthly or quarterly staff meetings.
- Take top performers to lunch
- Communication regularly between middle and senior management before completion/resolution.
- Visibility of Senior Leadership
Red- Rewards & Recognition

- Recognize 30 and over years of service
- Perfect Attendance Awards
- Increase vacation days = over 25 years of service
- Memorialize deceased staff
- Suggestion Box SAC
- Visits from President
- Staff Ball/Gala to reward staff
- “Employee of the Month”
Red- Accountability

- Honest, accurate and timely reviews
- Manage Departments within the Budget
- Create a Developmental Plan for all staff
- Train supervisors on corrective actions
- Evaluate managers on how they are doing
New - Morale

- Open & Honest Communication
- Celebrate accomplishments of individual
- Celebrate accomplishments of the university
- Communicate expectations
- Work closely with laid-off employees
- Time off for good behavior
Red – Staffing Levels

- Look at combining and centralizing functions
- Cross train
- Job Share
- Pay appropriately for volume of work.
Thank You!

Any Questions?