

Working At Iowa Survey Finance & Operations Organizational Report November 2018

Introduction

The Working At Iowa (WAI) survey supports productivity and retention of University faculty and staff. Survey responses provide an understanding of the strengths of your work culture, and identify opportunities to support your organizational mission and strategic goals.

Engagement Index

New in this report is a measure of engagement, provided by Eean Crawford, a faculty member in the Tippie College of Business. The correlation of WAI survey items with the measure of engagement provides additional insight on what factors are most effective in creating engagement for the faculty and/or staff in your organization. This measure of engagement also makes it easier to utilize the Working at Iowa results with other sources of information specific to your organization.

The format of the remaining sections of this report are unchanged from 2016.

Survey Respondents and Participation Rates

Survey respondents are summarized by employee category and percent participation of the eligible population. All response information is reported as percentages to protect the confidentiality of respondents. Similarly, where there are fewer than ten (10) responses in any report category, no data is provided in order to protect the confidentiality of respondents.

Survey Results

The Trended Comparison section of this report displays your combined 2018 college or division results with those from 2014 and 2016. Shading and color are used to illustrate the survey responses across the six options (strongly agree, agree, slightly agree, slightly disagree, disagree, and strongly disagree). The survey data are a snapshot taken at a point in time. In comparing to past years, it does not represent the change within a constant cohort of respondents.

The Job Classification by Year - Percent Agrees section provides the total of all “agree” responses for 2014, 2016 and 2018 by each of the employee categories within your college/division: faculty (all regular), professional and scientific (including SEIU), and merit staff (all, including supervisory, confidential and AFSCME) in both chart and graphic formats. The 2018 University wide data are also displayed on the graphs as a reference point.

Finally, a snapshot analysis of 2018 data only by response and job classification is also provided.

Resources

The Senior Human Resource Leader in your organization is available to support the communication and use of survey results, drawing upon the support of University Human Resources as needed. Just in time resources and contact information are available on the Working at Iowa - Survey 2018 website: <http://hr.uiowa.edu/working>.

Acknowledgements

University Human Resources wishes to acknowledge the essential contributions to this report by Eean R. Crawford of the Tippie College of Business and the Center for Public Health Statistics in the College of Public Health. The leadership of Dr. Jacob J. Oleson and the work of Jacob Clark in the design and production of the 2018 survey reports have been extremely valuable to the success of the Working at Iowa initiative.

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Demographics for Survey Respondents

Distribution of Survey Respondents and Participation by Job Classification

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Faculty/PS/SEIU	387	35.7	327	47.7	84.5
MSE/Merit	698	64.3	358	52.3	51.3
Total	1085	100.0	685	100.0	63.1

Distribution of Survey Respondents and Participation by Age Range

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
<31	83	7.6	44	6.4	53.0
31-40	221	20.4	138	20.1	62.4
41-50	250	23.0	168	24.5	67.2
51-60	379	34.9	244	35.6	64.4
61+	152	14.0	91	13.3	59.9

Distribution of Survey Respondents and Participation by Gender

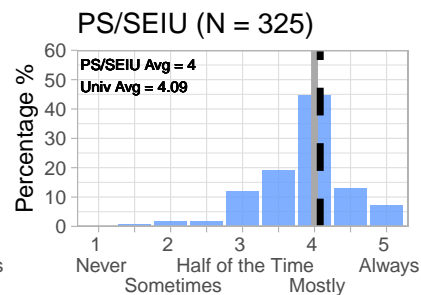
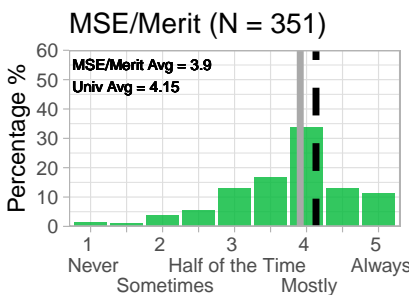
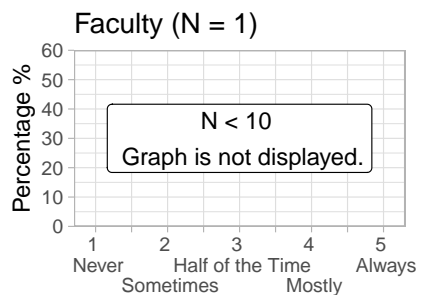
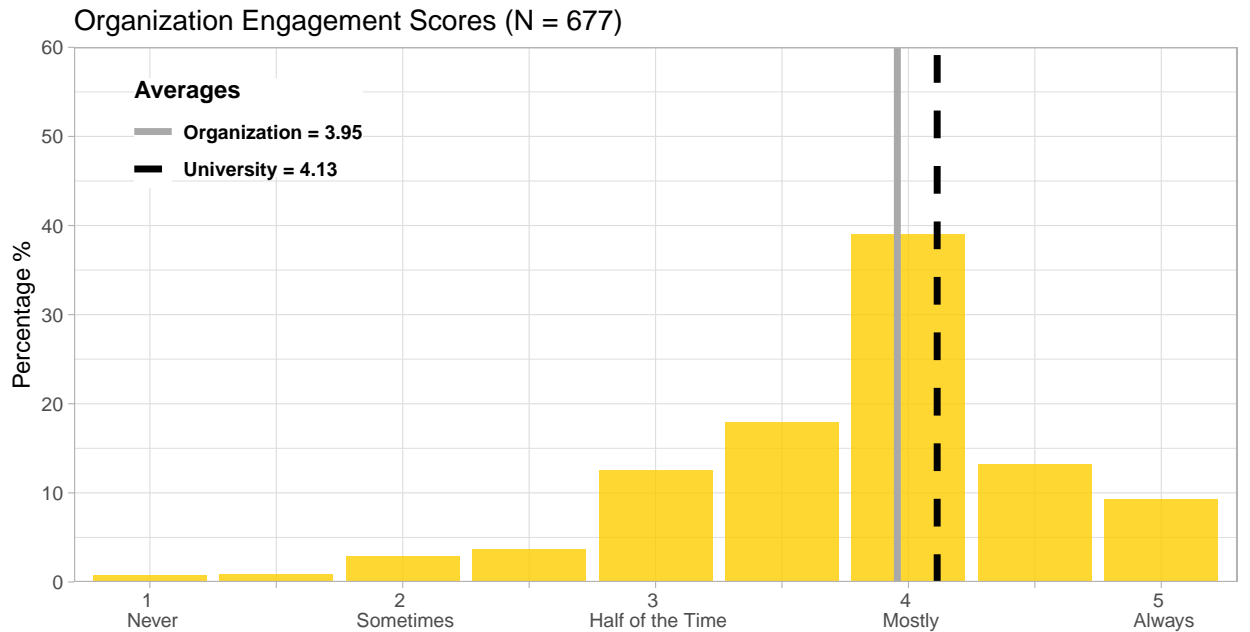
	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Female	347	32.0	266	38.8	76.7
Male	738	68.0	419	61.2	56.8

Engagement Score Result

Engagement behaviors show how personally connected people are to their jobs in terms of giving their full effort, paying close attention to their work, and emotionally caring about what they do.¹ The Working at Iowa (WAI) Survey supports the engagement and productivity of University faculty and staff. To measure engagement, a validated scale² was used that asks how much an individual focuses their physical, mental and emotional energy at work according to these WAI statements:

Physical Engagement	Mental Engagement	Emotional Engagement
I work with high energy.	I give my full attention to my job.	I put my emotions into what I do.
I exert my full effort.	I concentrate completely.	I am emotionally connected.
I devote a lot of my energy.	My mind is focused on the work that I do.	I put my feelings into my work.

The charts below display average engagement scores based upon these survey items.



¹Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724.

²Crawford, E.R., LePine, J.A., & Buckman, B.R. (2013). Job engagement scale short form items adapted from Rich, B.L., LePine, J.A., & Crawford, E.R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53, 617-635.

Engagement and Working at Iowa

To understand how the surveyed Working at Iowa (WAI) statements are related to engagement behaviors, correlation measures were computed between your organization’s engagement scores and WAI statement scores. Correlation indicates how closely two measures are related, with scores near or away from zero showing weaker or stronger linear association, respectively.

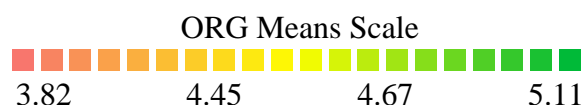
In studies of employee attitudes and behaviors, what correlations might we expect? A team of researchers³ studied nearly 150,000 correlations published in the field of organizational psychology over the last 30 years to answer that question. Their benchmark findings are that measures of attitudes and behavior that are strongly related at approximately 0.30, moderately related at approximately 0.20, and weakly related are correlated at approximately 0.10.

To help focus your efforts based on this benchmark, the following table displays the WAI statements and how they correlate with the engagement score, sorted from highest to lowest correlation. The following steps provide a viable way to interpret the table information:

1. **Correlation** - Look for a WAI statement that is correlated with engagement.
2. **Means** - Identify whether there is a high (green) or low (red) relative mean among your items. With respect to highly correlated values, statements with a high mean are areas of strength to maintain, whereas areas with a low mean are areas of opportunity for improvement.
3. **Decide** - Decide which areas are most important for your organization to act upon. WAI statements with stronger correlations are expected to have more impact (positive or negative) on engagement.

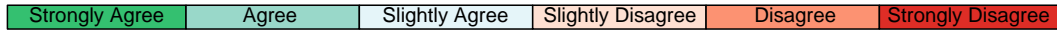
Correlations of WAI Statements and Engagement

Item	Statement	Correlation	ORG Mean	UI Mean
15	I say great things about working in my unit	0.32	4.49	4.81
16	Understand how job fits overall mission of UI	0.31	5.09	5.13
7	My unit goals are clear	0.28	4.58	4.84
8	My unit focuses on excellent service	0.27	5.05	5.22
19	The UI treats faculty/staff with respect	0.27	4.32	4.56
17	Recommend UI to friend seeking employment	0.26	4.63	4.93
5	My professional development is encouraged	0.26	4.33	4.64
20	Promotion opportunities at UI	0.26	3.84	4.22
2	I receive work feedback regularly	0.24	4.40	4.49
9	My unit distributes workloads fairly	0.24	4.17	4.28
18	UI recognizes accomplishments of faculty/staff	0.24	3.82	4.22
14	Supportive environment for diversity	0.23	4.80	4.93
3	My supervisor’s feedback is helpful	0.22	4.57	4.64
1	I know my work expectations	0.21	5.11	5.27
4	My supervisor acknowledges my good work	0.21	4.63	4.73
13	Civil and respectful coworkers	0.20	4.81	4.88
11	Constructive management of work conflicts	0.20	4.43	4.47
12	My supervisor is open to hearing concerns	0.19	4.68	4.77
10	My unit supports work and personal life	0.19	4.65	4.62
6	My supervisor treats me with respect	0.12	5.06	5.19

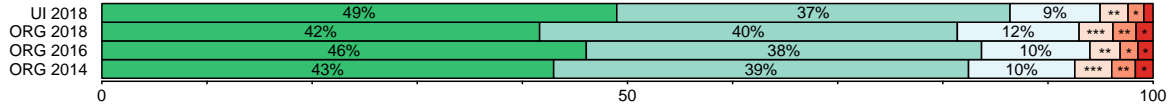


³Bosco, F.A., Aguinis, H., Singh, K., Field, J.G., & Pierce, C.A. (2015). Correlational effect size benchmarks. *Journal of Applied Psychology*, 100, 431-449.

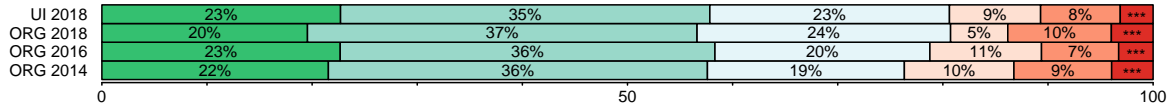
Survey Analysis - Trended Comparison 2014 - 2018



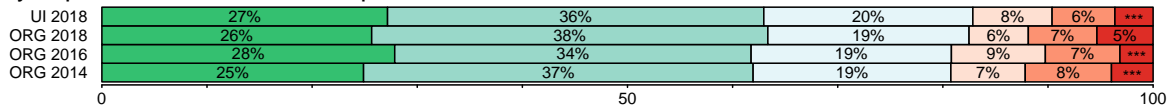
Q1: I know my work expectations



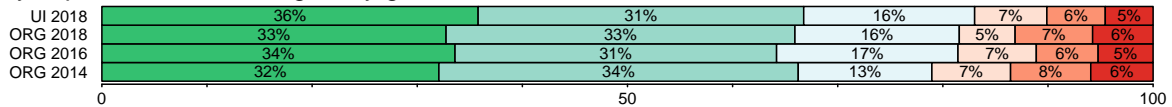
Q2: I receive work feedback regularly



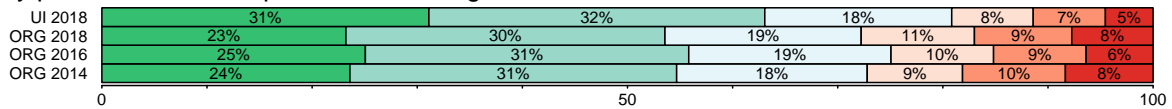
Q3: My supervisor's feedback is helpful



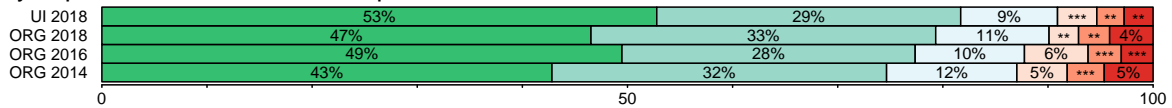
Q4: My supervisor acknowledges my good work



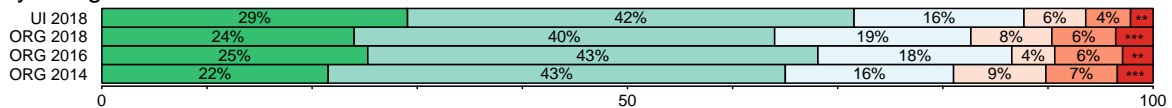
Q5: My professional development is encouraged



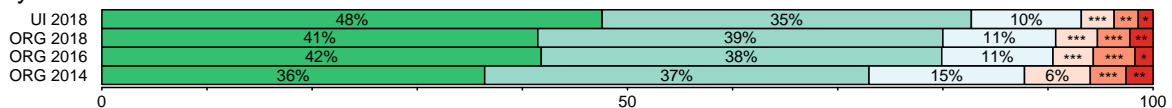
Q6: My supervisor treats me with respect



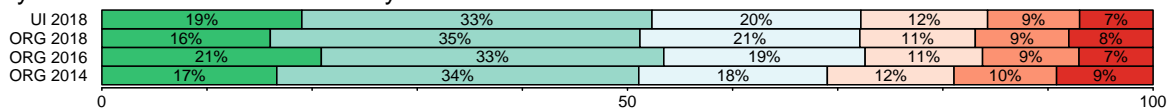
Q7: My unit goals are clear



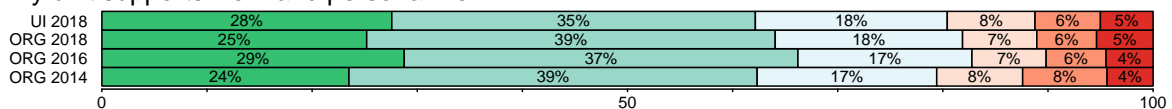
Q8: My unit focuses on excellent service



Q9: My unit distributes workloads fairly



Q10: My unit supports work and personal life

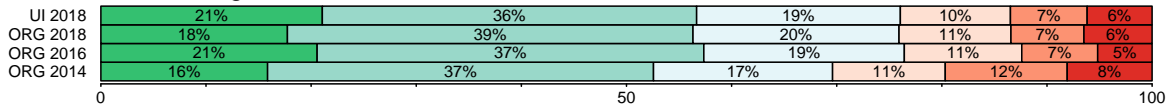


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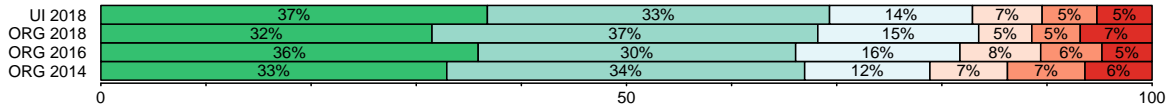
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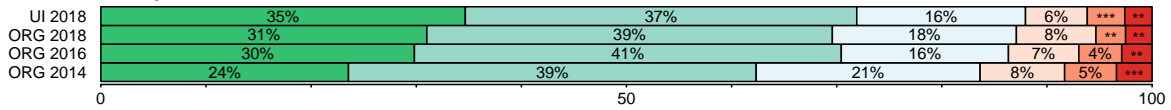
Q11: Constructive management of work conflicts



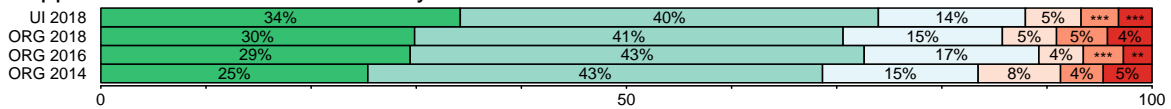
Q12: My supervisor is open to hearing concerns



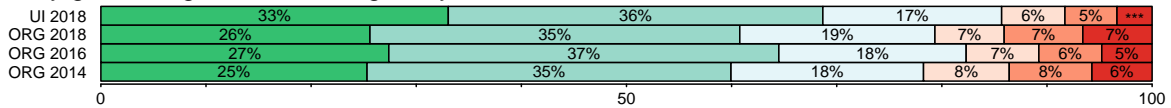
Q13: Civil and respectful coworkers



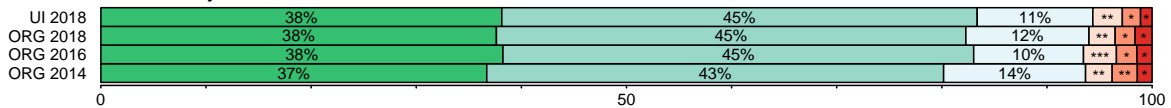
Q14: Supportive environment for diversity



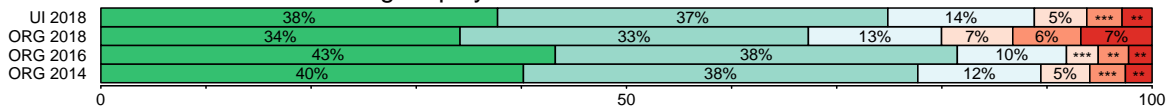
Q15: I say great things about working in my unit



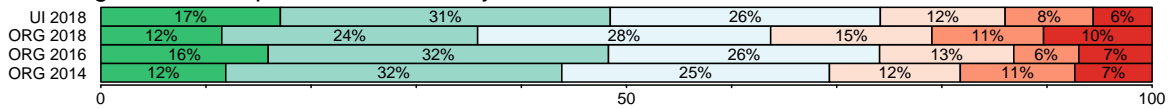
Q16: Understand how job fits overall mission of UI



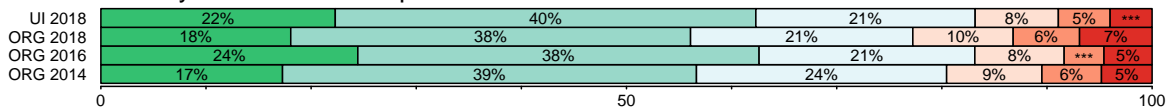
Q17: Recommend UI to friend seeking employment



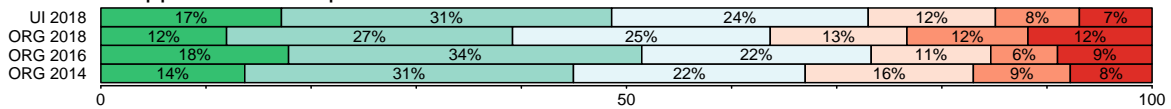
Q18: UI recognizes accomplishments of faculty and staff



Q19: UI treats faculty and staff with respect



Q20: There are opportunities for promotion at UI



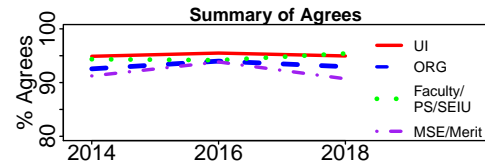
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Job Classification by Year - Percent Agrees Trended Comparisons

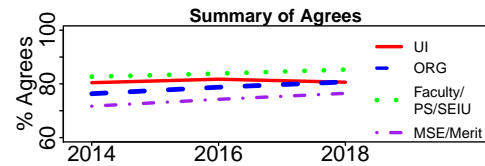
Q1: I know my work expectations

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	95%	91%	93%	95%
2016	94%	94%	94%	95%
2014	94%	91%	93%	95%



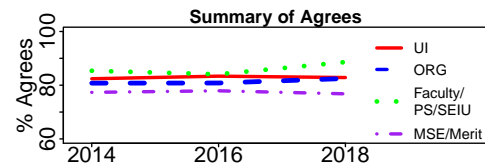
Q2: I receive work feedback regularly

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	85%	76%	81%	81%
2016	84%	74%	79%	82%
2014	83%	72%	76%	80%



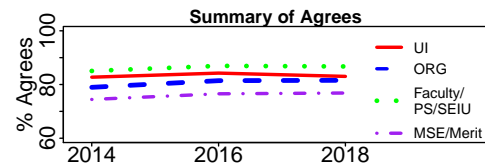
Q3: My supervisor's feedback is helpful

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	89%	77%	82%	83%
2016	84%	78%	81%	83%
2014	85%	77%	81%	82%



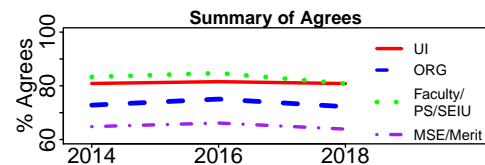
Q4: My supervisor acknowledges my good work

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	87%	77%	82%	83%
2016	87%	77%	81%	84%
2014	85%	74%	79%	83%



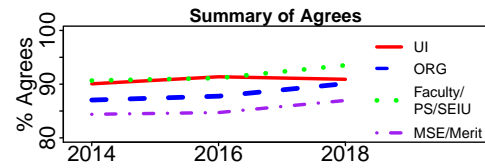
Q5: My professional development is encouraged

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	81%	64%	72%	81%
2016	85%	66%	75%	82%
2014	83%	65%	73%	81%



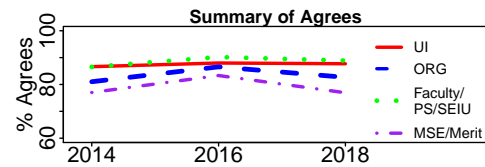
Q6: My supervisor treats me with respect

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	94%	87%	90%	91%
2016	91%	85%	88%	91%
2014	91%	84%	87%	90%



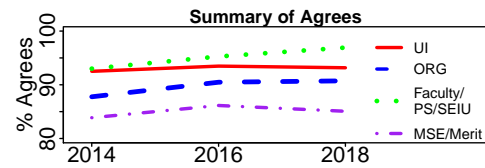
Q7: My unit goals are clear

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	89%	77%	83%	88%
2016	90%	83%	87%	88%
2014	87%	77%	81%	87%



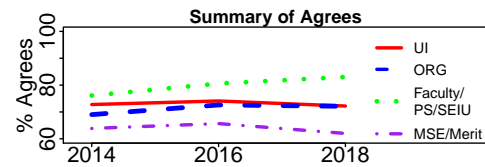
Q8: My unit focuses on excellent service

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	97%	85%	91%	93%
2016	95%	86%	90%	93%
2014	93%	84%	88%	93%



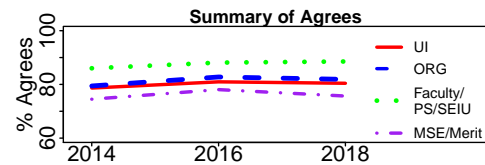
Q9: My unit distributes workloads fairly

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	83%	62%	72%	72%
2016	81%	66%	73%	74%
2014	76%	64%	69%	73%



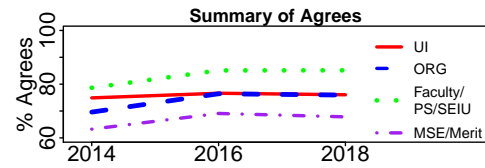
Q10: My unit supports work and personal life

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	89%	76%	82%	80%
2016	88%	78%	83%	81%
2014	86%	74%	79%	79%



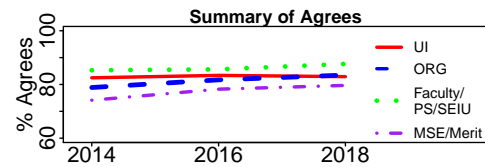
Q11: Constructive management of work conflicts

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	85%	68%	76%	76%
2016	85%	69%	76%	77%
2014	79%	63%	70%	75%



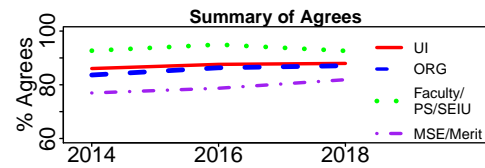
Q12: My supervisor is open to hearing concerns

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	88%	80%	84%	83%
2016	86%	78%	82%	83%
2014	85%	74%	79%	82%



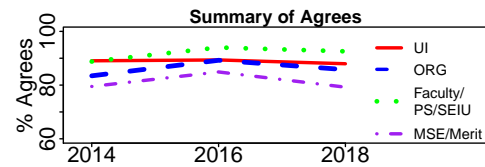
Q13: Civil and respectful coworkers

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	93%	82%	87%	88%
2016	95%	79%	86%	88%
2014	93%	77%	84%	86%



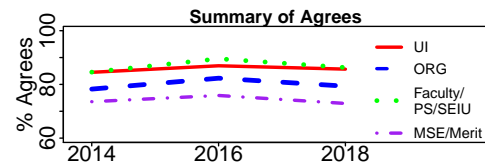
Q14: Supportive environment for diversity

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	93%	79%	86%	88%
2016	94%	85%	89%	89%
2014	89%	79%	83%	89%



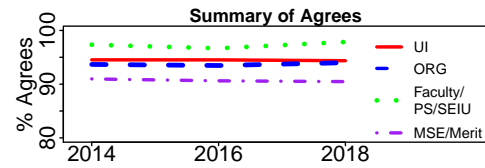
Q15: I say great things about working in my unit

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	86%	73%	79%	86%
2016	90%	76%	82%	87%
2014	85%	74%	78%	85%



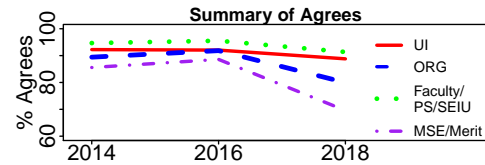
Q16: Understand how job fits overall mission of UI

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	98%	90%	94%	94%
2016	97%	91%	93%	95%
2014	97%	91%	94%	95%



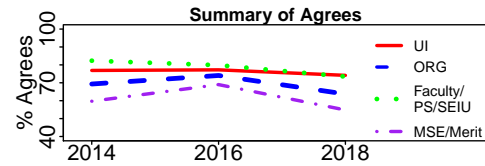
Q17: Recommend UI to friend seeking employment

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	91%	70%	80%	89%
2016	96%	89%	92%	92%
2014	95%	86%	89%	92%



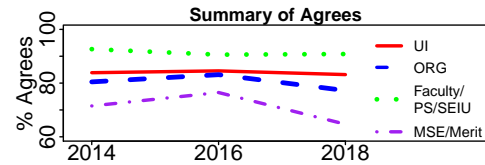
Q18: UI recognizes accomplishments of faculty and staff

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	73%	55%	64%	74%
2016	80%	69%	74%	77%
2014	82%	60%	69%	77%



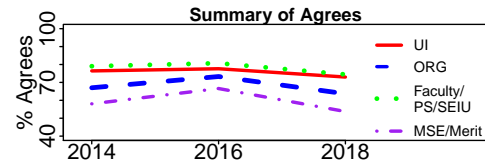
Q19: UI treats faculty and staff with respect

	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	91%	65%	77%	83%
2016	91%	76%	83%	85%
2014	93%	71%	80%	84%

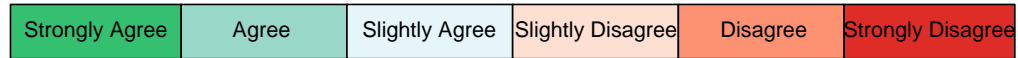


Q20: There are opportunities for promotion at UI

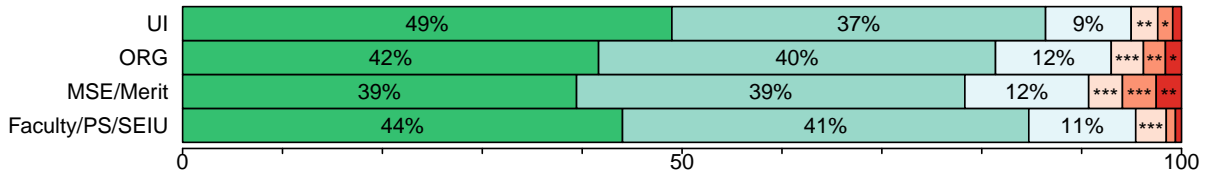
	Faculty/PS/SEIU	MSE/Merit	ORG	UI
2018	74%	54%	64%	73%
2016	81%	67%	73%	78%
2014	79%	58%	67%	76%



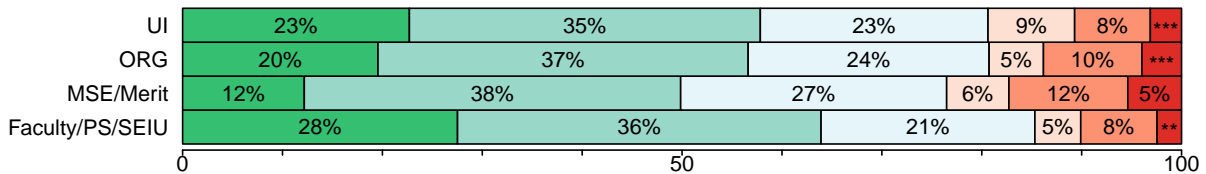
Survey Analysis - Snapshot Results for 2018 by Job Category



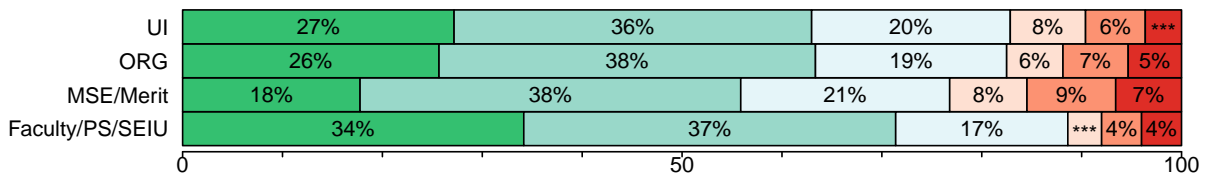
Q1: I know my work expectations



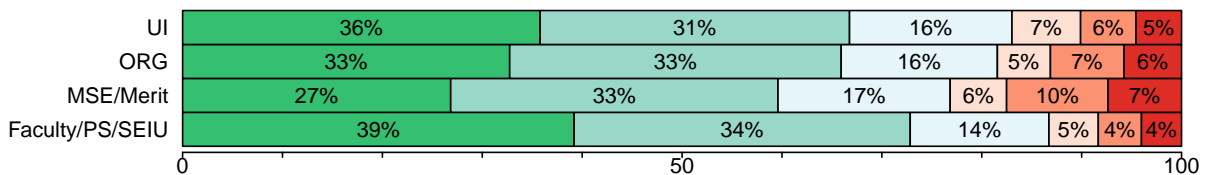
Q2: I receive work feedback regularly



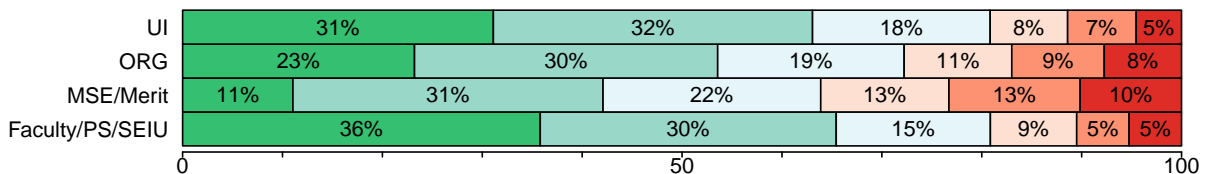
Q3: My supervisor's feedback is helpful



Q4: My supervisor acknowledges my good work



Q5: My professional development is encouraged

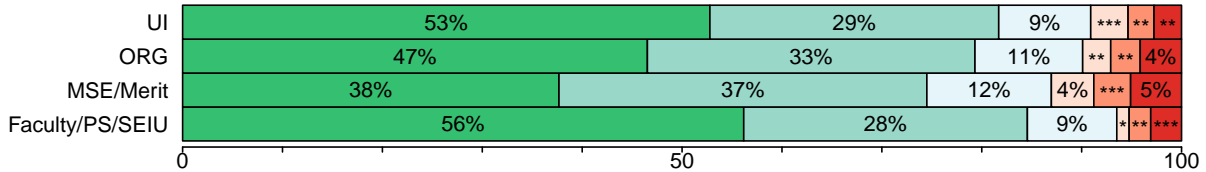


Response proportions less than 4% are displayed by asterisks with:

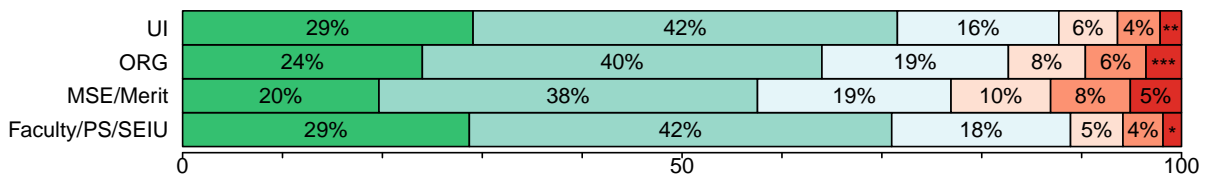
***=3%-4%, **=2%-3%, *=1%-2%, ”=<1%



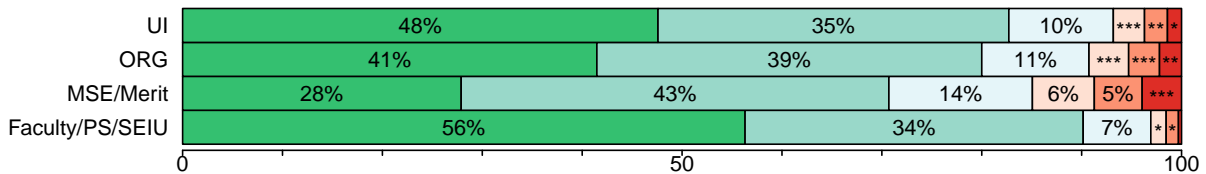
Q6: My supervisor treats me with respect



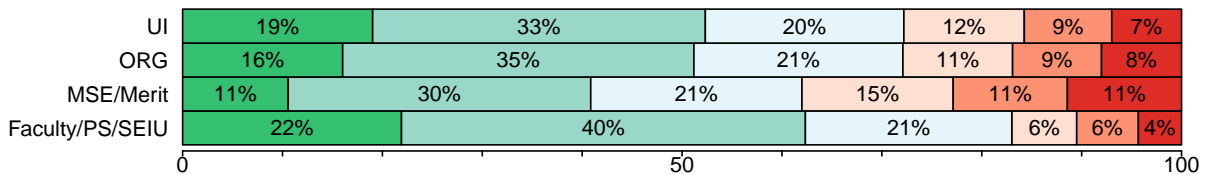
Q7: My unit goals are clear



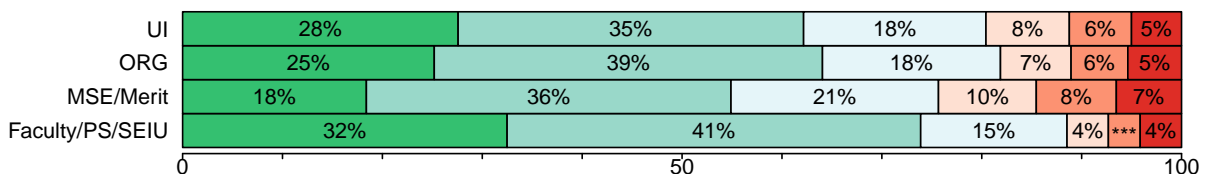
Q8: My unit focuses on excellent service



Q9: My unit distributes workloads fairly



Q10: My unit supports work and personal life

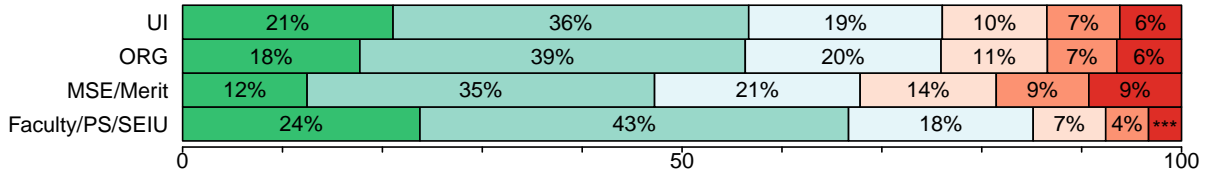


Response proportions less than 4% are displayed by asterisks with:

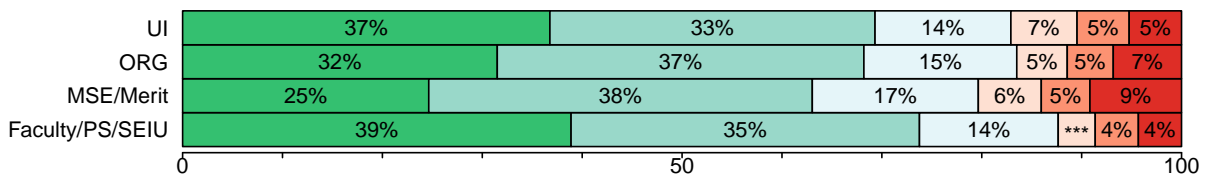
***=3%-4%, **=2%-3%, *=1%-2%, ”=<1%



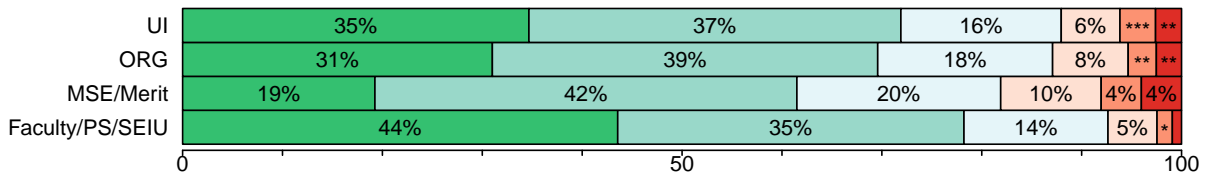
Q11: Constructive management of work conflicts



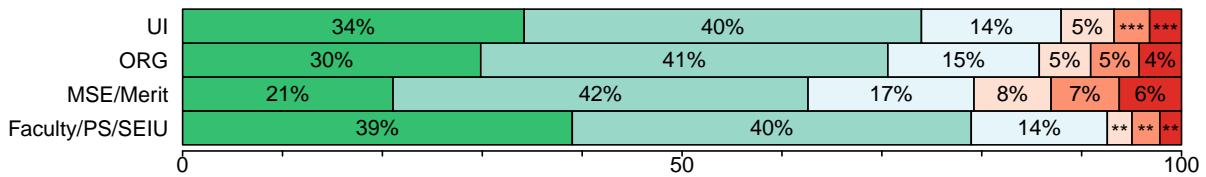
Q12: My supervisor is open to hearing concerns



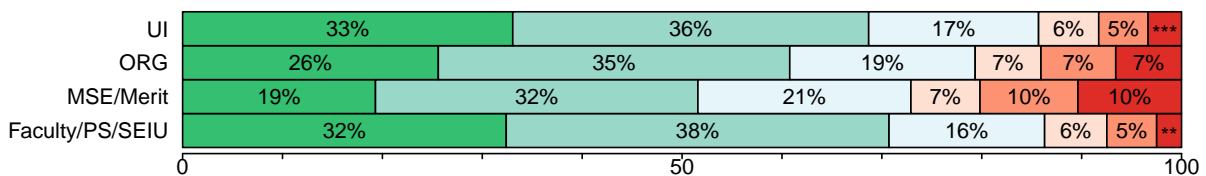
Q13: Civil and respectful coworkers



Q14: Supportive environment for diversity



Q15: I say great things about working in my unit

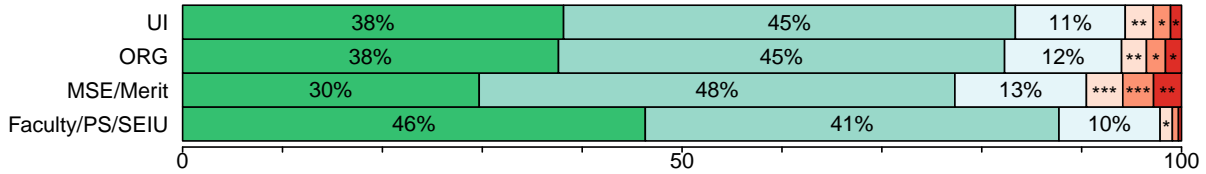


Response proportions less than 4% are displayed by asterisks with:

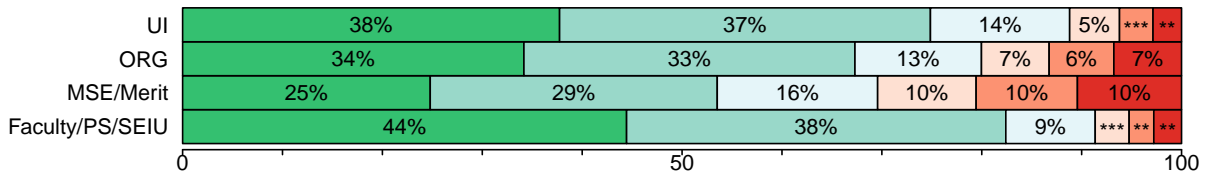
***=3%-4%, **=2%-3%, *=1%-2%, ”=<1%



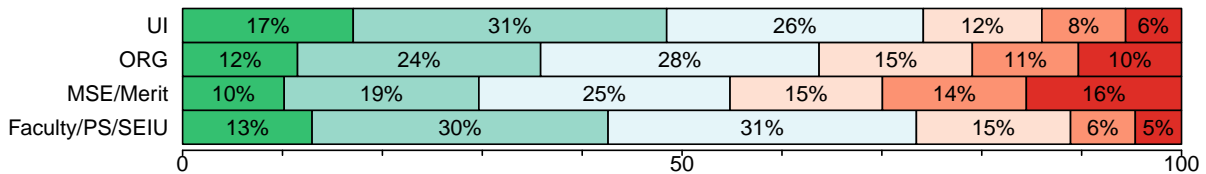
Q16: Understand how job fits overall mission of UI



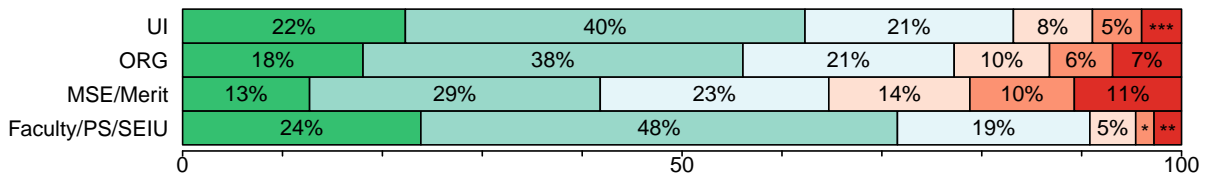
Q17: Recommend UI to friend seeking employment



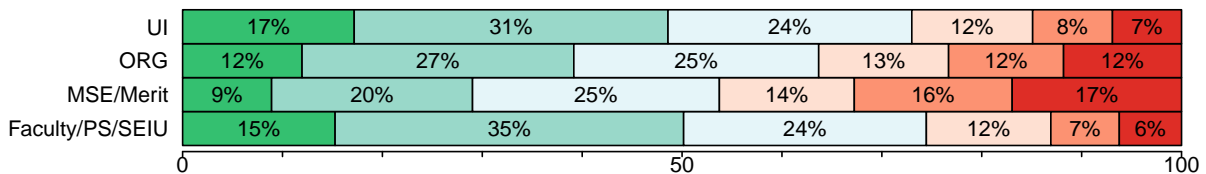
Q18: UI recognizes accomplishments of faculty and staff



Q19: UI treats faculty and staff with respect



Q20: There are opportunities for promotion at UI



Response proportions less than 4% are displayed by asterisks with:

***=3%-4%, **=2%-3%, *=1%-2%, ”=<1%

Technical Notes

1. Each of the bar charts display the percentages of responses at each level of the Likert scale and are color-coded as follows:
 - (a) Strongly Disagree - Dark Red (Burgundy)
 - (b) Disagree - Red
 - (c) Slightly Disagree - Pink
 - (d) Slightly Agree - Pale Green
 - (e) Agree - Green
 - (f) Strongly Agree - Dark Green
2. Each survey item must have ten (10) respondents for percentage data to be displayed. Survey items with fewer than ten respondents do not have data displayed, but those respondents are included in reports for larger units of which they are members.
3. Job category is based upon primary, regular appointments and grouped as faculty (all appointment types), Professional and Scientific (including those represented by SEIU) and Merit staff (including those represented by AFSCME, as well as supervisory and confidential staff).
4. If an Organizational Unit or Department has two job categories with nine or fewer respondents in each, those responses are combined with others to protect confidentiality in the 2018 results. The rules for combining job classifications are listed below. If the combined group still has fewer than 10 respondents, only the Organizational Unit or Department results are presented.
 - (a) Faculty and Merit each have fewer than 10 - Combined both with PS/SEIU and provide only Organizational Unit or Departmental results.
 - (b) PS/SEIU and Merit each have fewer than 10 - Combine as PS/SEIU/Merit.
 - (c) Faculty and PS/SEIU each have fewer than 10 - Combine as Faculty/PS/SEIU.
5. If an Organizational Unit or Department has one job category with nine or fewer respondents, the following combined categories are reported in the 2016 Snapshot results.
 - (a) Faculty has fewer than 10 - Combine with PS/SEIU as Faculty/PS/SEIU
 - (b) PS/SEIU has fewer than 10 - Combine with Merit as PS/SEIU/Merit
 - (c) Merit has fewer than 10 - Combine with PS/SEIU as PS/SEIU/Merit
6. Age categories with less than 10 respondents are combined with nearby categories until all categories displayed have 10 or more.
7. If a Gender has less than 10 respondents, Female and Male categories are combined into Both Genders category.
8. The colors for the Job Classification by Year - Percent Agrees Trended Comparisons tables were chosen based on 2014 results. The proportion of Agrees (Strongly Agree, Agree, Slightly Agree) were calculated for all 20 survey items across all ORGs at the University. Tertiles (i.e., lower third, middle third, and upper third) were calculated within this distribution of Percent Agrees to help create regions that could be interpreted as upper third, middle third, and lower third. These tertiles from the 2014 data corresponded to proportions near 80% and 90%. For the tables, any percent agree less than 80% were shaded in red tones (lower third), any percent agrees between 80% and 90% were shaded in yellow tones (middle third), and any percent agrees greater than 90% were shaded in green tones (upper third).