



Employee Engagement Survey

Results, Finding & Recommendations



EDGEWOOD



HOWARD COLLEGE



MEDICAL SCHOOL



PIETERMARITZBURG



WESTVILLE

Employee Engagement Survey

Agenda

Item

Methodology and Process Update

Statistical Analysis

Findings

Focus Groups Input

Activity-based Proposed Interventions

Key Recommendations

Thank You & Questions

Employee Engagement Survey

Surveying Methods and Process Update

- ❑ This survey was conducted electronically, using the internet and email as a medium, with a clickable link within the invite which directed them to the survey which was hosted on Pure Survey's server;
- ❑ The results was shared with Leadership Community and the university at large - was also uploaded onto UKZN website for everyone to read (prior Focus Groups);
- ❑ Focus Groups per Campus to gather qualitative data to complement survey findings and yield additional information for use in action planning (to uncover the drivers & inhibitors of engagement) were conducted;
- ❑ Proposed interventions are presented to the leadership for support and approval.

Employee Engagement Survey

Statistical Analysis

- ❑ There were 63 statements (7 dimensions represented by 9 items) with subsequent agreement factors that made use of a 4 point scale, those 63 statements were selected as the base for the Overall Engagement Score (%).
- ❑ All responses given for the questions were converted into a percentage of 33.3% integers. The actual responses are multiplied by each weighting, this total is then divided by the total sample.
- ❑ Therefore, a Satisfaction Index is calculated per statement. Interpretation example: A score of 87% indicates a skew towards strongly agree / agree.
- ❑ In addition the percentage of favourable and unfavourable score per contract is presented.

Employee Engagement Survey

Statistical Analysis

- ❑ To ensure maximum illumination and improve interpretation an alternative presentation was performed for each dimension as follows:
 - Strongly disagree (re-coded as -2)
 - Disagree (re-coded as -1)
 - Agree (re-coded as 1)
 - Strongly agree (re-coded as 2)

- ❑ Averaged the scores for all employees in each category (dimension) to plot a graph of the results for each of dimension or categories

- ❑ The closer the score to 2 the more positive on average all respondents were for statements in that grouping (they strongly agree with them) , the closer to -2 the more negative (strongly disagree with those statements) and the closer to 0, the more neutral employees are in general towards those statements

Employee Engagement Survey

Statistical Analysis

- ❑ **Mean (dot):** Average value all respondents gave for that statement
- ❑ Top of the line: Mean + Standard Deviation
- ❑ Bottom of line: Mean – Standard Deviation
- ❑ **Length of line:** Level of agreement amongst respondents for that question (the longer the line, the less respondents agreed)

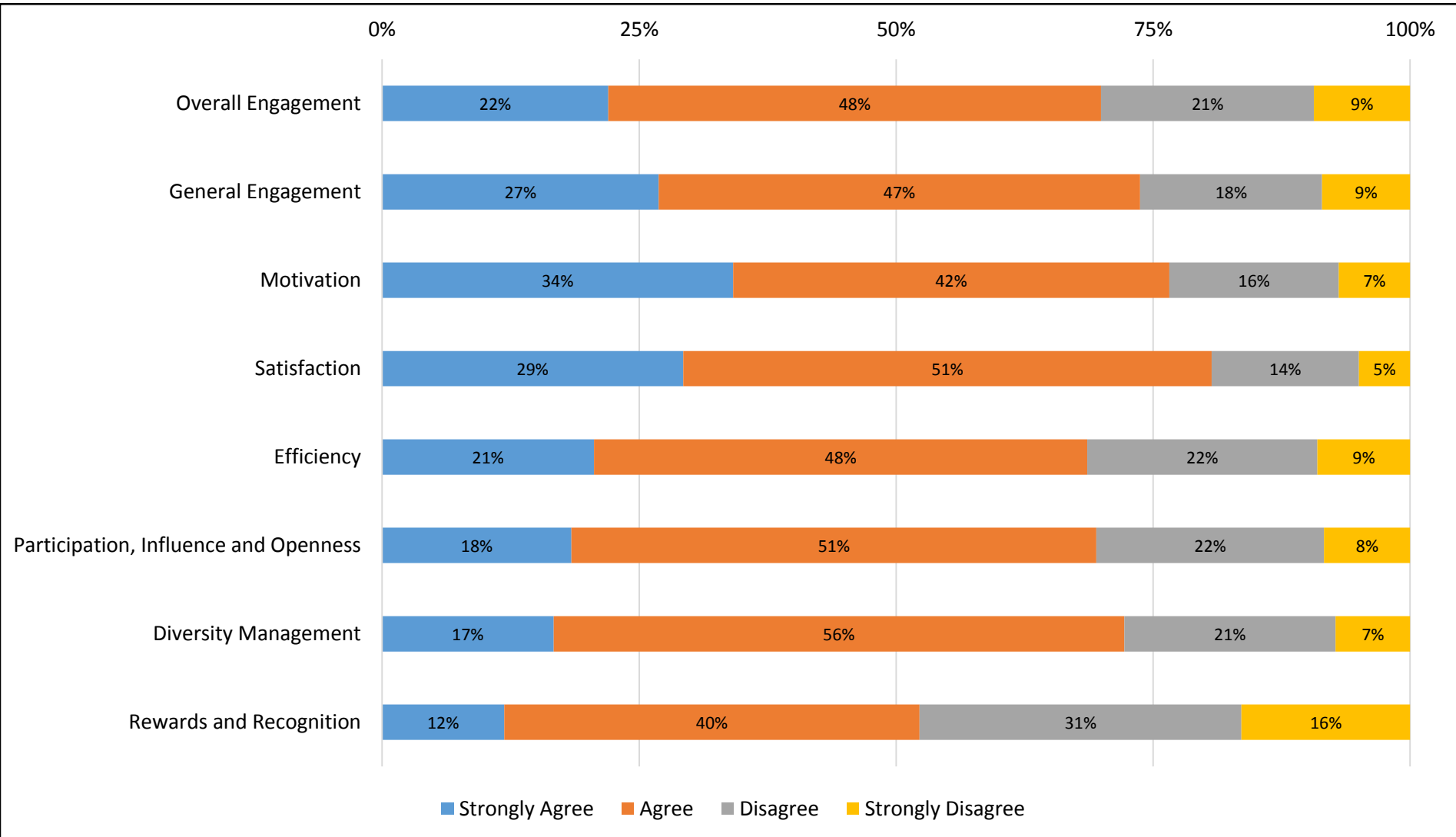
Employee Engagement Survey

Participation Overview

- ❑ **Distribution Details;** a total of **3 510** email invitations were sent out on the 19th August 2013.
- ❑ There were **1 453** responses to the survey by the time it closed on 1st October 2013. This equates to a response rate of **41%**.
- ❑ Total of ten (10) Focus Groups were held across the Campuses with a total of 93 participants, who are reasonably a representative of the UKZN demographic profile.
- ❑ We are more than satisfied that we were able to get overall views of the UKZN Community and we can safely generalized results to be a representative voice/view.

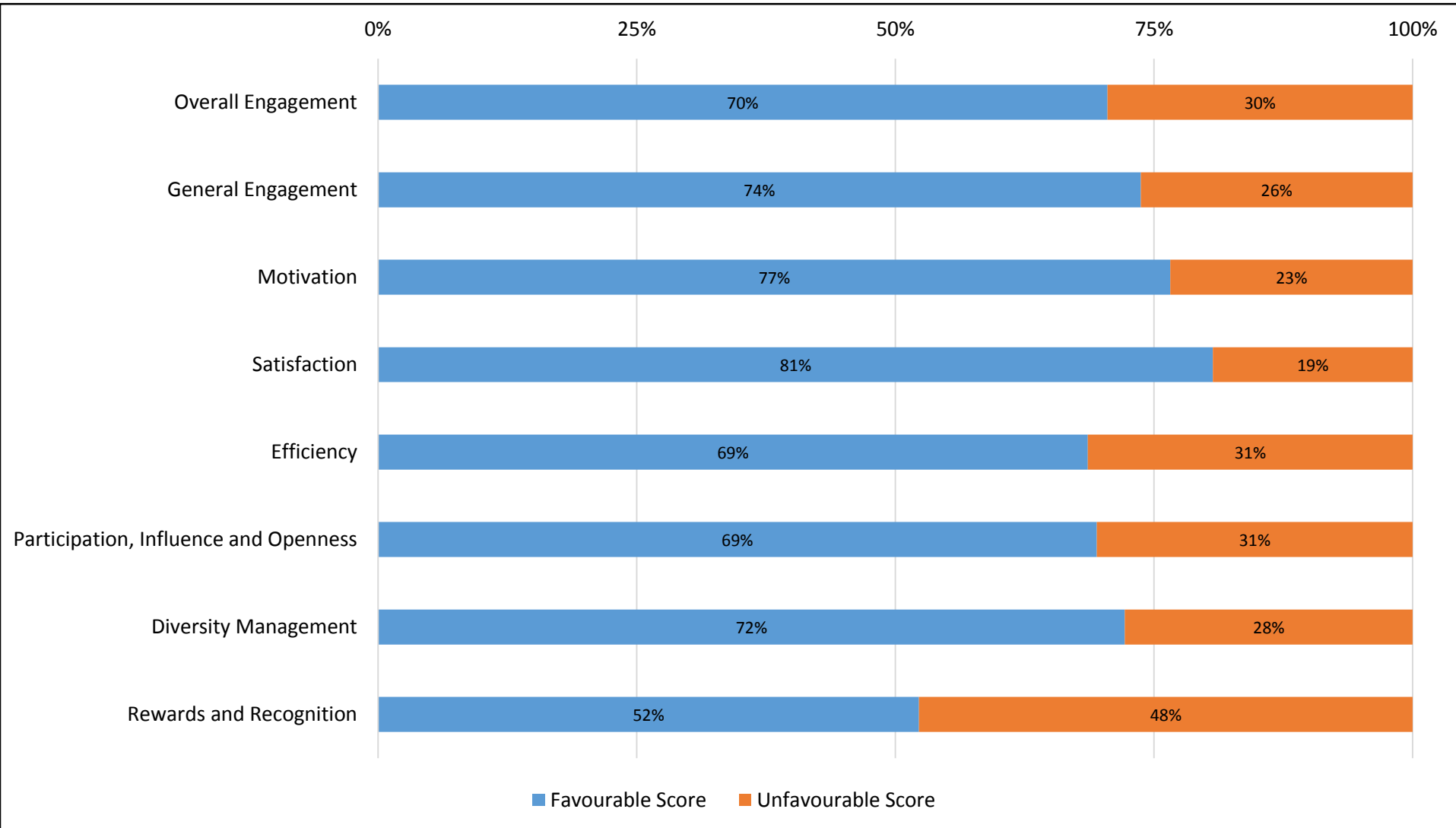
Employee Engagement Survey

Findings - Total Response per Construct



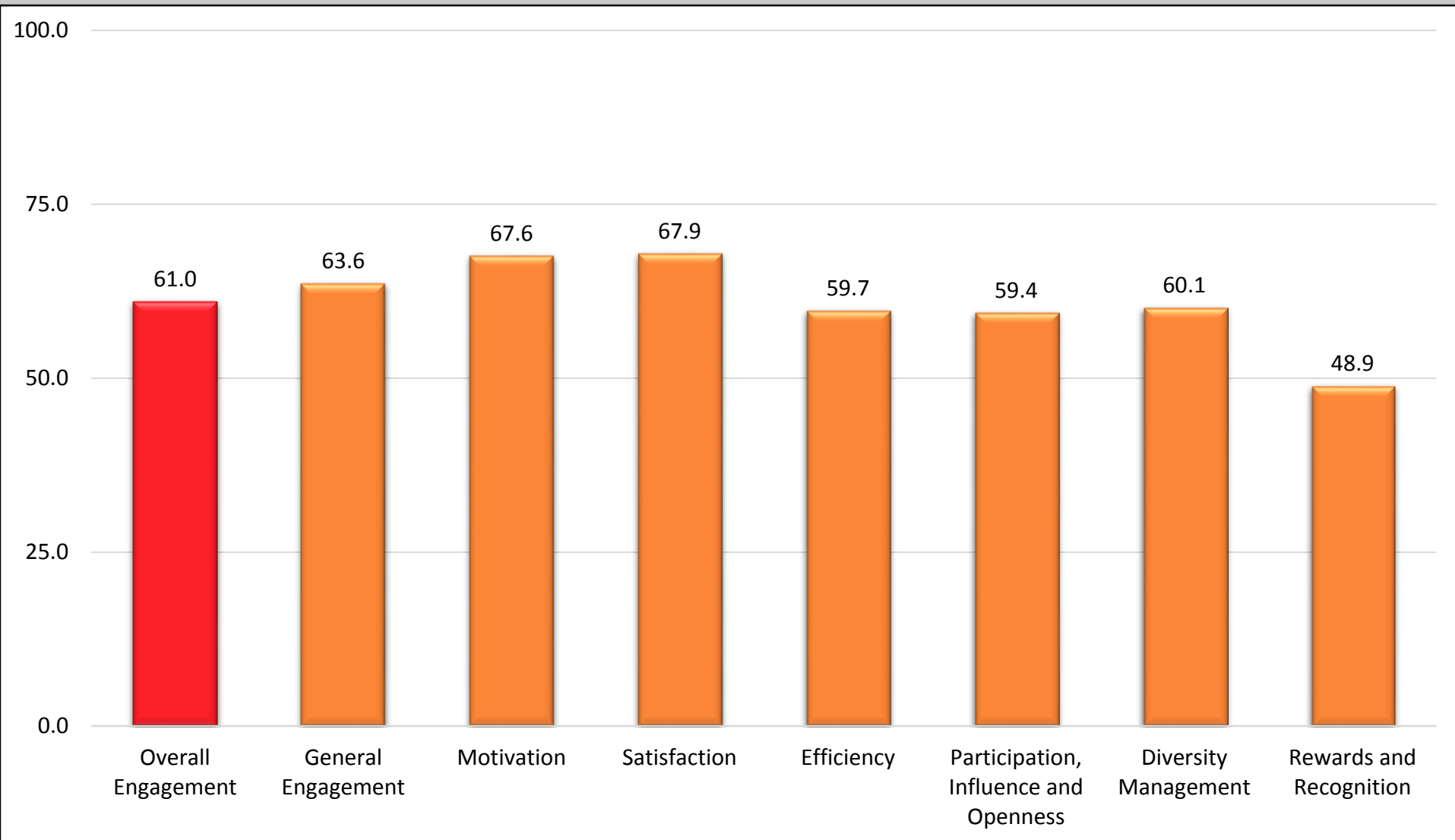
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Findings - % Favourable vs Unfavourable Score



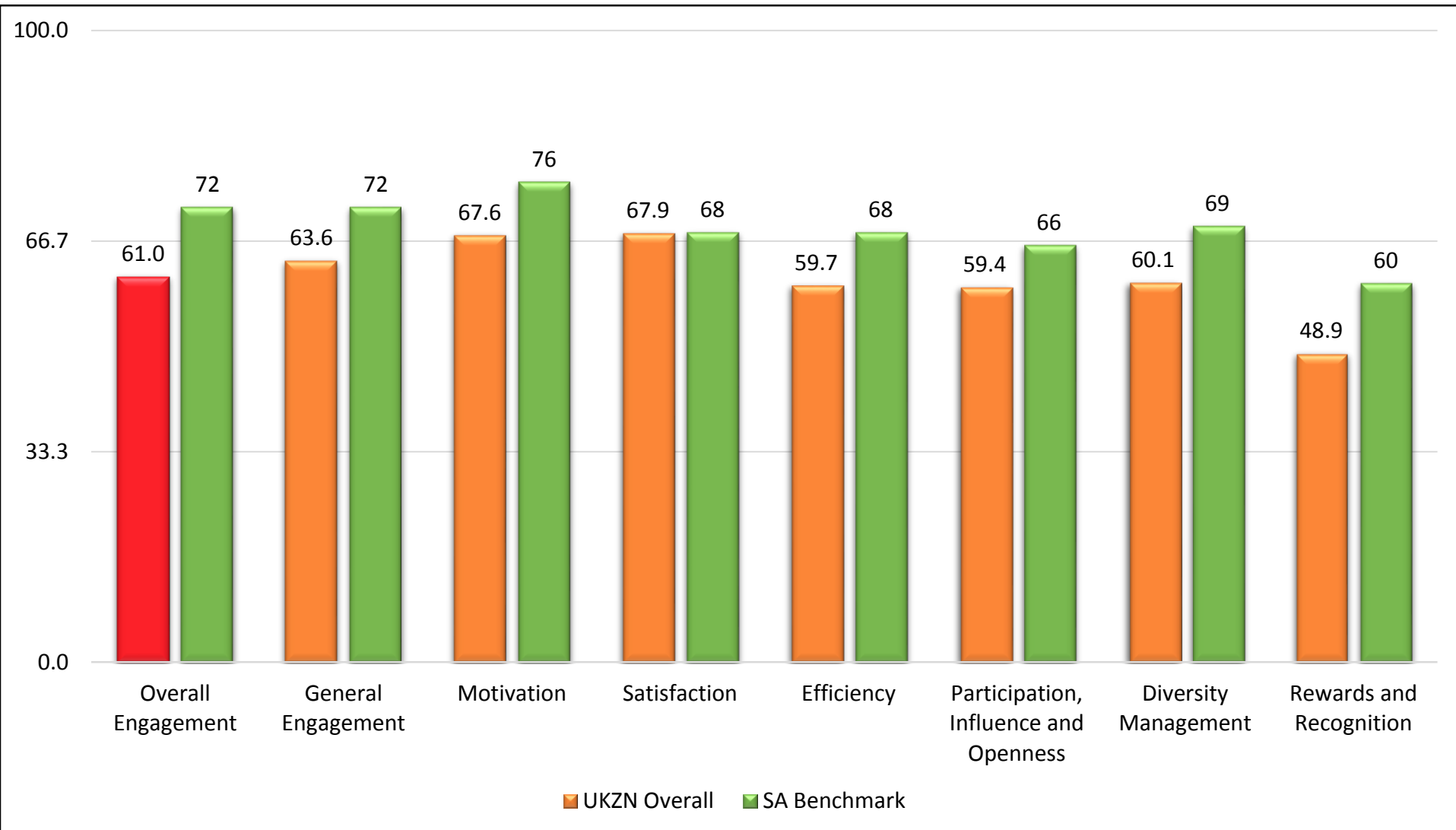
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Findings - Percentage per Dimension



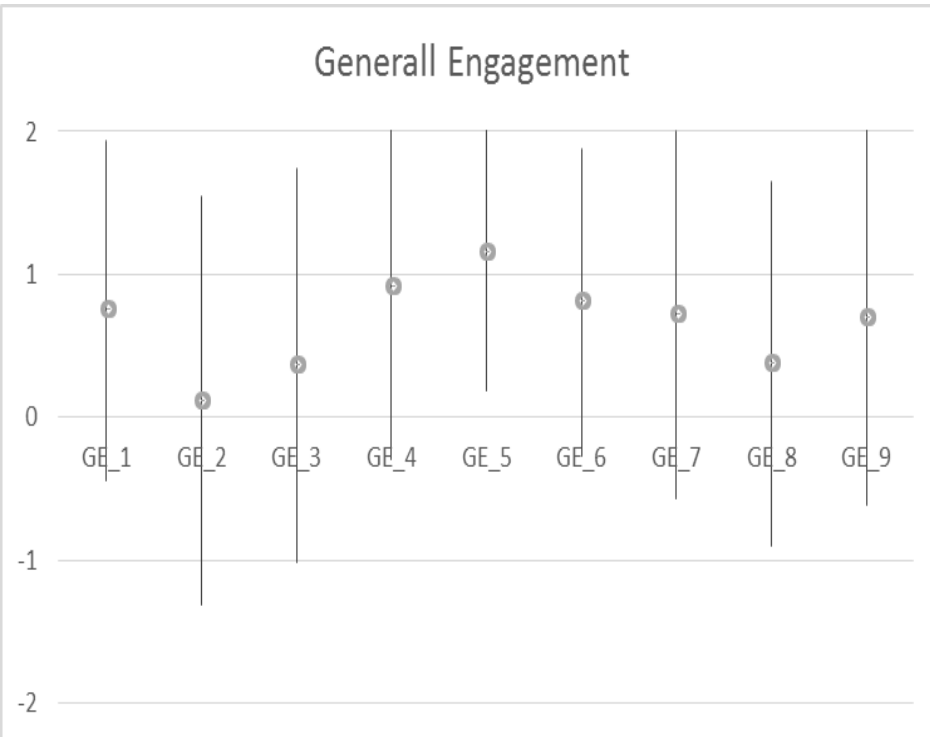
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Findings - UKZN vs SA Benchmark



Employee Engagement Survey

Findings: General Engagement



- GE_2: Employees would generally not be recommending their institution as a good place to work
- GE_5: employees generally feel their job makes meaningful impact to the university (short line, so they are not too varied in this response)

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Findings: Motivation



- General higher scores for all 9 questions
- Employees feel they are fully engaged in doing their best work (M_5), but are less likely to agree that they get regular performance feedback from their manager (M_9) and also do not feel motivated to do more than expected in their job (M_8)
- Employees generally do not feel very positively that they look forward to coming to work (M_3)
- It is interesting to note how short the line is that goes through M_5, i.e. employees generally agree that are fully engaged in doing their best work!

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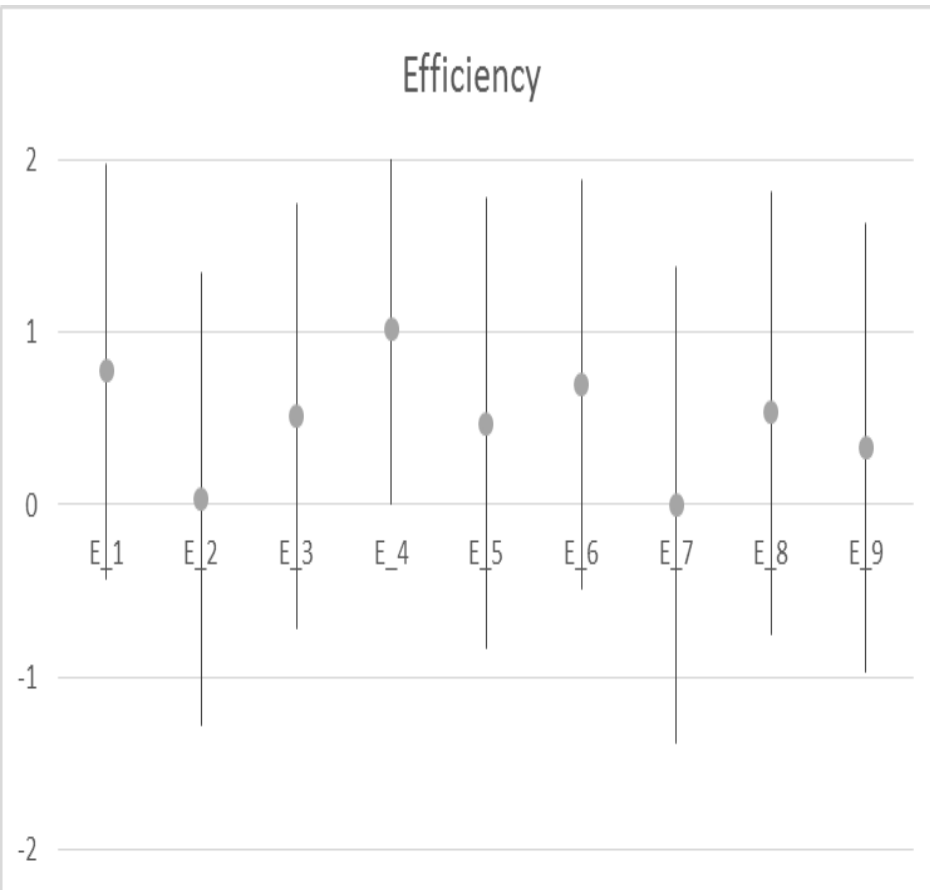
Findings: Satisfaction



- Employees are generally displaying a fair and equal level of satisfaction with their jobs in all questions posed.
- High level of variation in all questions (evidenced by the long lines going through the “dots”), indicating that some feel differently, but on average, employees are fairly satisfied

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Findings: Efficiency

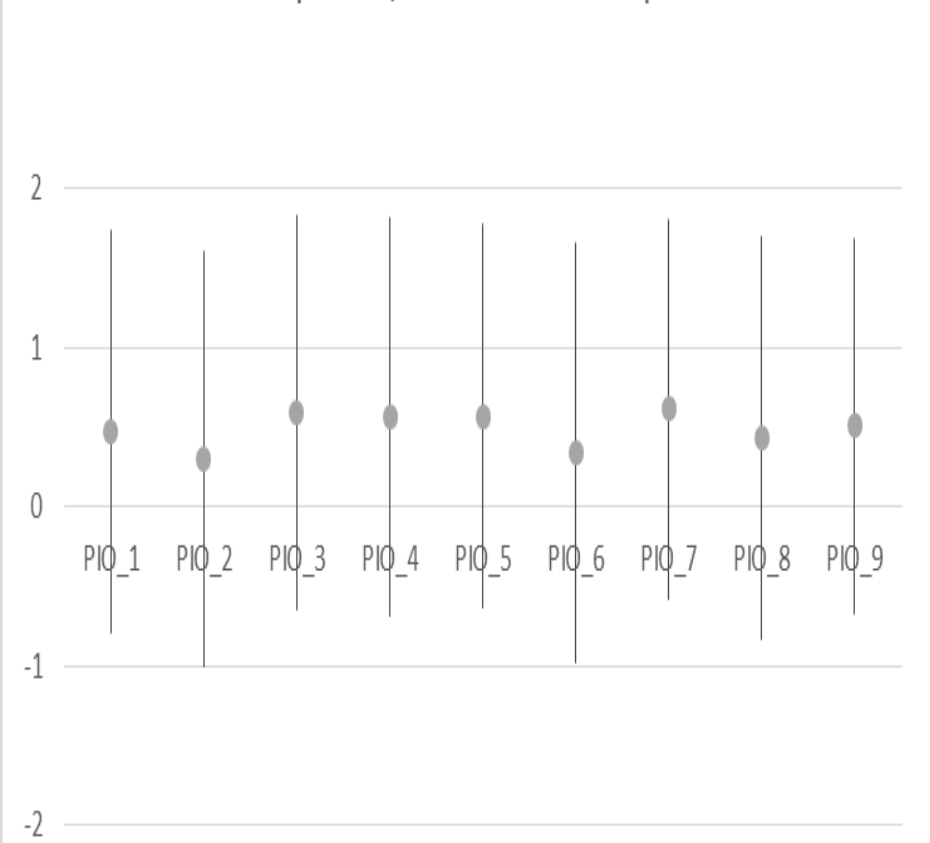


- ❑ Employees do not feel that poor performance is dealt with fairly and consistently (E_2)
- ❑ Employees do not feel that workload in a team is shared fairly (E_7)
- ❑ Employees generally feel they have been adequately trained to perform their tasks (E_4)

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Findings: Participation, Influence & Openness

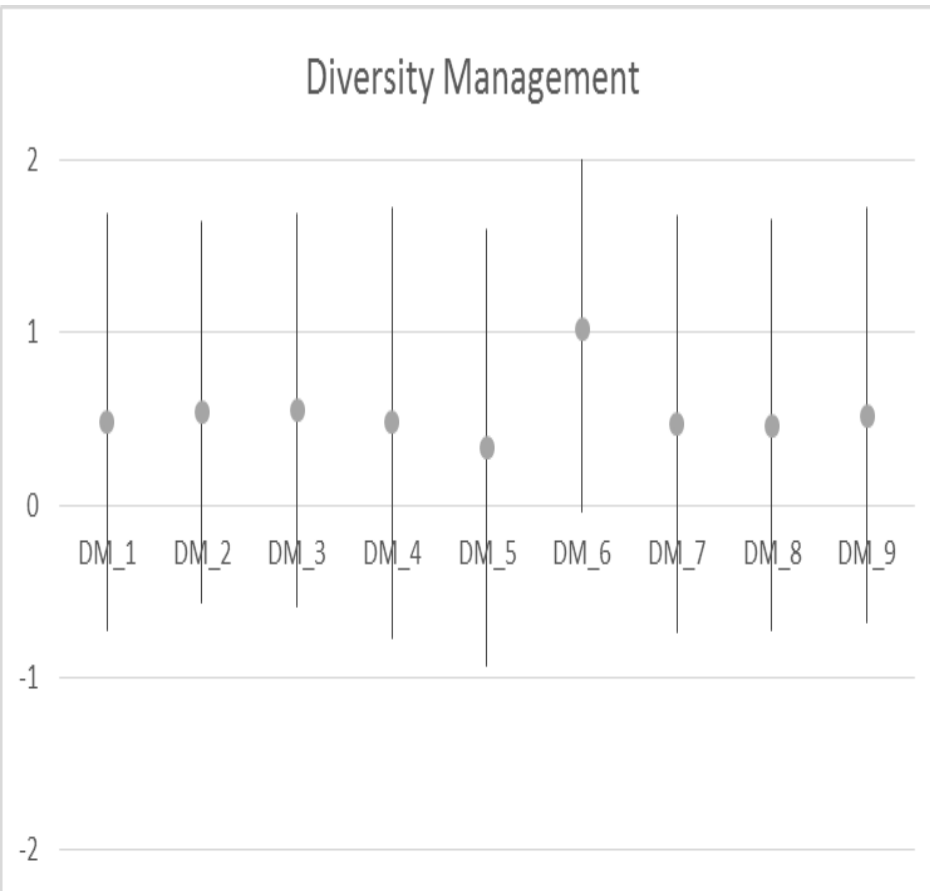
Participation, Influence and Openness



- General constant low positive level in responses to all questions on participation, influence and openness
- Lowest level of response in this section (PIO_2) is an indicator that that employees indicate a low level of agreement that conflict gets addressed positively and (PIO_6) they do not feel encouraged to participate freely in decisions which affect their operations.

Employee Engagement Survey

Findings: Diversity Management



- Employees reflect a general understanding/acceptance of race, gender, religion, sexual prejudice, etc (DM_6)
- Fairly low, but consistent overall average scores for responses to each of the questions on diversity management

Employee Engagement Survey

Findings: Reward and Recognition

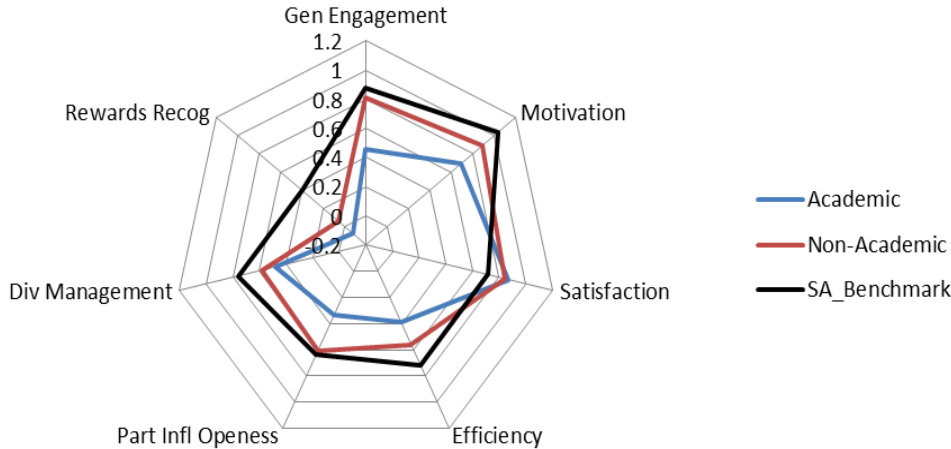


- General low level of responses for all questions in this section, clearly indicating that the questions in this section were met with a higher level of dissatisfaction than any of the other sections
- Employees do not think that there are clear incentives and recognition for rewarding a well done job (RR_3)
- Employees do not feel that their rewards recognize their contribution to the institution (RR_1)
- The most positive responses received in this section bear evidence that employees at least feel appreciated by their team (colleagues, see RR_8).

Employee Engagement Survey

Findings: Academic vs Professional Services

Employee Engagement Academic vs Non-Academic

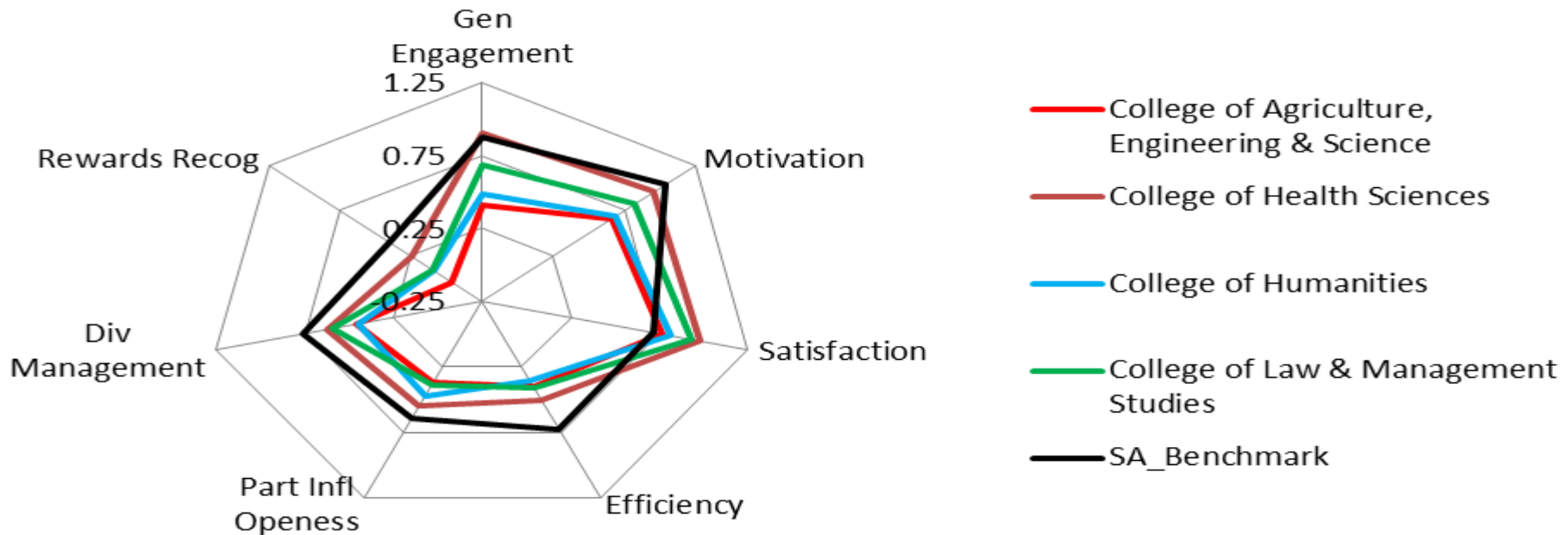


- Across all categories of statements the academic staff are less positive than is the case for the non-academic staff– this is most apparent in the General Engagement and Participation, Influence and Openness Sections and should be noted by the university.
- In all categories both Academic and Non-Academic staff display lower level of agreement with statements than the SA norm, except for the Satisfaction category.

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Findings: by Colleges

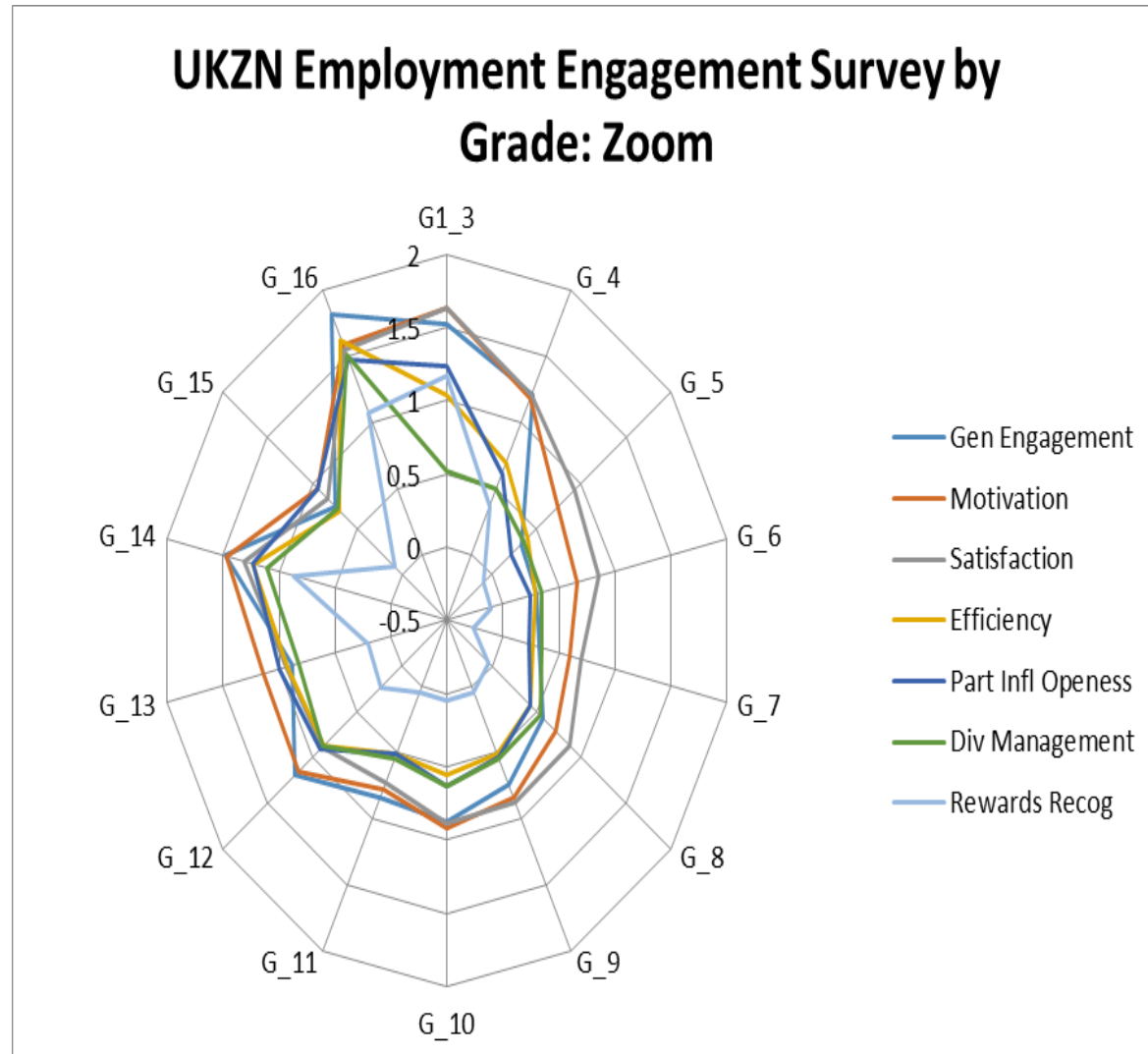
UKZN Employment Engagement Survey 2013: Colleges



Employee Engagement Survey

Findings: by Grades

- All grade levels: lowest level of satisfaction to statement in the “Rewards Recognition” section.
- Sharp drop-off in scores for all sections other than satisfaction and motivation after grade 4, i.e, the most negative responses are reflected by employees in grade levels 5 to 7.
- Most satisfied employees for all categories are in high level posts (16) and grades 1 to 3, **though grades 1 to 3 indicate lower score for diversity management statements!**



Re-scale to see effect of grade level

Employee Engagement Survey

Final Conclusion

- ❑ The academic staff are less positive to statements made in general than the professional services staff.
- ❑ Staff at the two endpoints of grade scales (grades 1 to 3 and grade 16) are most positive, with staff in post levels at grade 5-7 being a great reason for concern.
- ❑ In general, the analysis by college displays much lower scores than the national norm, in contrast to the case for support services.
- ❑ Younger people are more positive in all categories than the other age groups and older people are generally the least satisfied in all categories of questions
- ❑ Results revealed consistent level of satisfaction across all contextual variables, with job satisfaction being the highest and reward & recognition the lowest.

Employee Engagement Survey

Focus Groups Input

Description

General Engagement	Description
Motivation	<ol style="list-style-type: none">1. There is a need for transparent, relevant and timely communication (e.g. student unrest, restructuring, training and development) as well as a need to express opinion without fear of victimisation2. Staff feel the need for more staff interaction/social events – even a social area (e.g. team building, social events, fun events, social club/University staff club, dance, get-together)3. Management is viewed as being bureaucratic, top down/adversarial and non understanding
Satisfaction	<ol style="list-style-type: none">1. Staff want to be shown appreciation and made to feel part of the team irrespective of qualifications & experience2. Management style viewed as too autocratic - staff not trusted/not engaged enough - too many rules/policies; - need better decision making3. Employees feel they are punished if they take decisions - their decisions are perceived as not being good enough4. There is anxiety and concern of what is seen as endless re-organisation -fear of job loss
	<ol style="list-style-type: none">1. Management staff feel that they should be given autonomy at school level2. Allow people to do what they do best without interference - tasks should not be imposed3. Workloads are perceived to have increased/be uneven due to Sec 189 process

Employee Engagement Survey

Focus Groups Input

	Description
Efficiency	<ol style="list-style-type: none"> 1. There is a need for training and development which is relevant and focused 2. There is a need for better channeling/allocating of funds/resources and better maintenance of facilities 3. Performance management targets are viewed as unrealistic (academics) and it is not correct to set “one size fits all” performance targets. UKZN’s promotion criteria is too high compared to the benchmark . There is a mismatch between KPAs and success measures. Line Manager should give more constructive Performance Assessment feedback
Part, Inf. & Openness	<ol style="list-style-type: none"> 1. There is a need to improve sharing/flow of information and transparency in communication regarding many issues particularly those that affect them (e.g. restructuring, TRP, budgeting, operational requirements, student unrest, resources allocation). 2. Staff are afraid to raise opinions – out of concern for being victimised
Diversity Management	<ol style="list-style-type: none"> 1. There appears to be some resistance to the need for employment equity 2. There is a view that communications need to be sensitive to those negatively affected 3. There is a need for cultural/blending days to build cohesion across UKZN 4. Transformation must be driven/managed through creating an inclusive workplace where everyone is valued and can progress (i.e. stop isolating campuses on basis of colour, leadership opportunities for African females.

Employee Engagement Survey

Focus Groups Input

Description

Rewards and Recognition

1. Staff feel that UKZN should stop attaching rewards /salary negotiations to Conditions of Service (CoS) - reward every qualifying person irrespective of CoS
2. Staff believe UKZN should pay better /competitive salaries - close gaps between salaries of similar jobs - pay for additional tasks that need to be done and benchmark performance rewards against other organisations
3. Staff believe UKZN should create one "best set" of CoS
4. Stop taking incentives: acting allowances, no commitment once the incentive is removed,
5. Introduce new incentives (e.g. half day on a pay-day, go home early on Fridays, flexi time)

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Focus Groups: Final Conclusion

- ❑ Communication was in general perceived to be poor across all sectors of UKZN.
- ❑ All staff across UKZN were generally unhappy/dissatisfied with the management/leadership style & “perceived perpetual change”.
- ❑ Performance management and its related processes was perceived to be ineffective in most areas – leadership asked to attend to this.
- ❑ There is insufficient or lack of recognition and appreciation for exceptional performance.
- ❑ In general there is a need to build cohesion across UKZN and accelerate our equity transformation.

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Activity-based Proposed Interventions

Activities Suggested from Focus Groups

General Engagement

1. Schools/Sections to create platforms for leaders/managers to communicate/consult regularly with employees on a variety of issues , including team buildings;
2. Hold family, fun days and annual dance for staff and or their families in Colleges and across UKZN;

Motivation

1. Managers to create an environment of continuous learning through ongoing feedback, coaching and encouragement even when things go wrong;
2. All managers to be scheduled to attend the new Leadership Development Programmes that are being designed;

Satisfaction

1. Managers to ensure employees understand organisational changes and the reasons for change, capacitate employees to successfully perform new functions/roles;
2. Create opportunities and encourage employees to find new/better ways of doing things
3. UKZN to participate in “Best Employer Surveys” and provide feedback to staff;

Efficiency

1. Provide refresher training to managers and employees on all aspects of performance management;
2. Managers and employees to ensure relevant and specific training requirements are identified, prioritised and are appropriately addressed.

Employee Engagement Survey

Activity-based Proposed Interventions

Activities Suggested from Focus Groups

Part. Infl. & O and Div. Mng	<ol style="list-style-type: none">1. Encourage team collaboration as a value and KPA for all staff to encourage further inclusion of all.2. Complete the roll out of Sustainable Diversity through Inclusion to managers and employees3. Add Transformation as a KPA to all managers
Rewards and Recognition	<ol style="list-style-type: none">1. Introduce Divisional performance excellence awards for Professional Services and include as part of the year end functions – even simply saying “Thank you”; & recognise /acknowledge excellent work irrespective of staff level (including promotion opportunities if you have acted in a position instead of filling the job with an external candidate – no clear policy)2. HR to provide general feedback to employees about the competitiveness of UKZN after taking part in salary package surveys;3. HR to hold sessions with managers and their teams to explain the Conditions of Service/allowances and the implications (see 1 of General Engagement);4. Promote the University EVP to staff to ensure appreciation of what the employer already is offering staff.

Employee Engagement Survey

Key Recommendations

- ❑ Make employee engagement an institutional priority and create a culture of engagement.
 - Embed REACH through a sustainable and visible campaign (Recognition and Appreciation of superior performance in various University Recognition/Awards (praise & non-financial incentives).
 - Align staff goals to Institutional performance indicators – line managers to set clear performance measures; as well as ensure equal work allocation across both professional and academic services.

- ❑ Have internal brand building initiatives such as
 - Establish leadership dialogue with staff i.e. VC's school visits for all staff, including Professional Services, regularly.
 - Explore holding events for family staff to build cohesiveness
 - Participate in the “Best Employer Surveys”.

- ❑ Embed the implementation of Performance Pay Progression (PpP); Performance Base Pay (PbP) and Performance Moderation Process; as per PM platform – with meaningful timeous feedback.

Employee Engagement Survey

Key Recommendations

- ❑ Accelerate the transformation of UKZN with regard to employment equity and inclusion to ensure we become an equal opportunity employer
 - Sustainable Diversity programmes must be implemented/conducted throughout the University.
 - Broad-banding and flexible staff establishment programmes must be accelerated to enable Integrated Talent Management and dismiss the myth that ITM is for target staff only.
 - Ensure successful implementation of Talent Graduate Development Programme to improve our attraction and growing our own.
- ❑ Embed the implementation of the Integrated Talent Management System and Career Progression process within the Professional Services sector
- ❑ Promote the University Employment Value Proposition (EVP) to staff to ensure appreciation of what the employer already is offering staff.

Employee Engagement Survey

Questions

THANK YOU

Our sincere appreciation for statistical expertise from:

Prof. D. North

School of Mathematics, Statistics and Computer Science

UKZN