Student Success through Employee Success

Kirk Kelly - Portland State University
Jessie Minton - University of Oregon
Matt Riley - University of Montana
Do We Have Engaged Employees?
## Gallup Q12 Employee Engagement

<table>
<thead>
<tr>
<th></th>
<th>U.S. Employees</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>Engaged</td>
<td>30</td>
<td>32</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Non engaged</td>
<td>52</td>
<td>51</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>Actively disengaged</td>
<td>19</td>
<td>18</td>
<td>17</td>
<td></td>
</tr>
</tbody>
</table>

(Gallup - Q12 Engagement Results)
Regionally, Engaged Employees Most Common in the U.S. and Canada

More than one in three workers in the Middle East and North Africa region are actively disengaged.

<table>
<thead>
<tr>
<th>Region</th>
<th>Engaged</th>
<th>Not Engaged</th>
<th>Actively Disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States and Canada</td>
<td>29%</td>
<td>54%</td>
<td>18%</td>
</tr>
<tr>
<td>Australia and New Zealand</td>
<td>24%</td>
<td>60%</td>
<td>16%</td>
</tr>
<tr>
<td>Latin America</td>
<td>21%</td>
<td>60%</td>
<td>19%</td>
</tr>
<tr>
<td>Commonwealth of Independent States and nearby countries</td>
<td>18%</td>
<td>62%</td>
<td>21%</td>
</tr>
<tr>
<td>Western Europe</td>
<td>14%</td>
<td>66%</td>
<td>20%</td>
</tr>
<tr>
<td>Southeast Asia</td>
<td>12%</td>
<td>73%</td>
<td>14%</td>
</tr>
<tr>
<td>Central and Eastern Europe</td>
<td>11%</td>
<td>63%</td>
<td>26%</td>
</tr>
<tr>
<td>Middle East and North Africa</td>
<td>10%</td>
<td>55%</td>
<td>35%</td>
</tr>
<tr>
<td>South Asia</td>
<td>10%</td>
<td>61%</td>
<td>29%</td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>10%</td>
<td>57%</td>
<td>33%</td>
</tr>
<tr>
<td>East Asia</td>
<td>6%</td>
<td>68%</td>
<td>26%</td>
</tr>
</tbody>
</table>

2011-2012

GALLUP

(http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx)
Do We Have Engaged Employees?
(Why do employees leave their job?)
Top Reasons Employees Leave

- They aren’t valued
  - “If you fail to care about people at a human level, at an emotional level, they’ll eventually leave you, regardless of how much you pay them.” (Mike Myatt, author of Hacking Leadership and Leadership Matters)
- Lack of training
- Poor communication
- Their work isn’t recognized
  - Over 90% of people who are recognized regularly will check the box for job satisfaction - (Undercover Recruiter)
Top Reasons Employees Leave

- They didn’t get the promotion (their peer did)
- There is no way up
- Too much work
- Lack of trust or autonomy
- They are not connected to purpose
- Unsatisfying job
- Following a plan (career choice, new child, etc)
- Bad manager
THE MYTH
89 percent of employers believe that employees leave because of money

THE REALITY
88 percent of employees leave because of things other than money

(Mark Toth 6/21/12 TLNT)
Who here manages at least one employee?
Managers (we) Are The Problem

45% of employees want to leave their job because they don’t trust their boss (1)

65% of employees say getting rid of their boss would make them happier than a salary increase (2)

50% of individuals leave their job to get away from their boss (3)

(1) HBR, (2) Forbes, (3) Fortune
Dear Boss, I Quit! ...

It’s not me, it’s you!
Employee Success = Student Success
A Time of Change at the University of Oregon

Campus:
- Presidential change
- New provost
- New and interim deans
- $500M transformative gift for accelerating scientific impact

IT:
- 15 months with interim CIO
- Transform IT initiated

Tier 1 public research university, AAU member
24,000 students, 5,500 faculty and staff, 105 IS staff, 25% centralized
A culture problem...

- Lack of coordination and cohesion in IT across campus
- Minimal understanding and support of department goals and future direction
- Low participation for events and meetings
- Talking about colleagues negatively behind their back
- Failure to assume a positive intent
...translates into an IT delivery problem

- Distributed IT without coordination = ineffective model
- No overarching campus IT strategic plan
- Duplicative services (17 CRM systems) and investments
- Overall IT investment is not transparent
- Central Information Services is not regarded as a service focused organization
- Shadow IT proliferates

“If you do not change direction, you may end up where you are heading.”

Lao Tzu
...and a morale problem

The morale of the people I work with is generally high.
Progress to date

TACO Employee Engagement Project

Trust
Acknowledgement
Collaboration/Communication Opportunities
Progress to date

CIO Engagement

• Skip level meetings – what’s working, what’s not, career goals
• Building partnerships on campus and off – creating trust and shared accountability for success
• Development opportunities – how can I engage our talented team in unique opportunities?

Communication

• All staff meetings – quarterly, focus on goals, progress, spotlight one team every meeting
• Employee engagement surveys – first time ever!
• Campus town hall meetings – open forums, willing to engage and answer hard questions
• Board and Senate presentations – controlling our definition of success

Programs

• Transform IT – rationalization of campus IT resources and strategic reinvestment
• Innovation Events – 24 hour innovation cycle
• Employee led engagement – TACO project
• Transparent process and tangible support for staff development – aligned with goals
Improve student access, retention and success

Enhance the impact of research, scholarship, creative inquiry, and graduate education

Attract and retain high quality, diverse students, faculty, and staff

Enhance physical, administrative, and IT infrastructure to ensure academic excellence

Employee engagement and success
Employees Voices Being Heard in Montana

Backdrop of Change:
- New Strategic Vision
- New President(s)
- Academic & Administrative Program Prioritization

IT Takes the Lead:
- OneIT Process
- Facilitating Employee Engagement

University of Montana: ~12,000 Students

IT team of ~130 (45% central)
Latest Staff Survey Results

... the good
- Job satisfaction: 65% Satisfied or Very Satisfied
- Work schedule flexibility: 80%
- Personal accomplishment: 72%
- I know what is expected: 85%
- Time for training/develop: 82%
- Enjoy their work: 85%
- Supervisor fosters trust: 66%

... the bad
- Administration fosters trust: 27%

... and the ugly
- Commissioner’s Office fosters trust: 14%
University of Montana - Campus Programs

UM Staff Ambassadors program … ‘Kudos’ awards for individual customer service … ‘Roving Griz’ award for team excellence … Staff Senate voice in shared governance … Staff professional development leave

Staff Senate facilitates much of this, with the support of the President and Cabinet
University of Montana - IT Programs

- Staff IT Ambassadors
- Commitment to professional development
- IT Short Courses
- The ‘Pinecone Awards’
- Leadership development
- Unconferences
- Idea gathering technologies

CHALLENGE: How could IT embrace change as a strategic partner?
University of Montana - CIO Activities

- Model the behaviors you want to see
- Listen/learn with your team
- Most support is ‘free’
  - Recognition, office visits, new opportunities
- Invest in training for soft skills
- Nominate individuals for new experiences

Be transparent, invite your team into your perspective of the IT organization & institution - avoid making the CIO office a mystery.
Montana - Bring on the Student Success!

- Workforce is ready to help students
- IT (finally) equipping the campus with tools
- IT Goals Change (2016)
  - Enrollment/Student Success & Research Productivity
- ‘Invading’ functional departments with process facilitation
- Prioritized student success tools/implementation
A Time of Change at Portland State University

Urban public research university,
28,000 students, 5,000 faculty and staff
115 IT Staff

Campus today:
● Presidential change
● Interim Provost
● New and interim deans

Campus four years ago:
● reThink PSU
● Student Success Initiatives
The following section is adapted from **DRiVE - The Surprising Truth About What Motivates Us** by Daniel Pink.
Autonomy
The desire to direct our own lives.

Mastery
The urge to make progress in meaningful work and get better at something that matters.

Purpose
The yearning to do what we do in the service of something larger than ourselves.
Autonomy - What have we done?

- Flexible schedules
- *Encouragement of 4x10 schedules in the summer, no meetings Mon/Fri
- *“AMP Days” (a day to work on a cool project)
- *Flexible work spaces (lounge, treadmill desk, home, park benches)
- Assign goals, not tasks or overly prescriptive directions
- Providing tools to support autonomy (e.g. Jira, Confluence)
- Trainings such as time management, project management
- Meeting Best Practices guide to decrease time spent in meetings
Mastery - what have we done?

- Leadership development sessions with all managers
- Encouraging professional development (including online, free, local)
- Providing on-site non-technical trainings (e.g. project management)
- Lunch & Learn sessions presented by colleagues
- *Holding a day/month on all calendars to catch up/dig deep (“Ketchup Day”)
- *Encouraging non-traditional workspaces to help with “flow”
- *Annual project celebration
- Managers mentoring employees in other departments
Purpose - What have we done?

- Purpose/Mission-focused hiring/interviewing and onboarding
- Community involvement with students (graduation, food distribution, etc)
- Monthly update emails with internal and campus news
- *CIO annual 1:1s with all staff to discuss engagement and career trajectory
- Annual celebration of all projects
- *Posters of faculty research in conference rooms
- Encouragement to visit other team meetings (team ambassador program)
- *Program to observe service desks (connection + possible problem solutions)
- Front line tour program
## FADM Employee Engagement Survey Fall 2016 | DEPARTMENT

**Percentile range in Gallup Database**: < 33 | 33-66 | > 66

*Item data not shown if sample size is less than 4. Workgroup data not shown to protect confidentiality.*

### Overall Engagement

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
<th>Score (Respondents)</th>
<th>Score (Gallup)</th>
<th>Percentile Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q00</td>
<td>Overall Satisfaction</td>
<td>3.86 (308)</td>
<td>4.11 (28)</td>
<td>74</td>
</tr>
<tr>
<td>Q01</td>
<td>Know What’s Expected</td>
<td>4.12 (308)</td>
<td>4.29 (28)</td>
<td>41</td>
</tr>
<tr>
<td>Q02</td>
<td>Materials and Equipment</td>
<td>4.02 (308)</td>
<td>4.41 (27)</td>
<td>93</td>
</tr>
<tr>
<td>Q03</td>
<td>Opportunity to do Best</td>
<td>3.86 (308)</td>
<td>3.93 (28)</td>
<td>43</td>
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<tr>
<td>Q04</td>
<td>Recognition</td>
<td>3.49 (302)</td>
<td>4.00 (28)</td>
<td>89</td>
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<tr>
<td>Q05</td>
<td>Cares About Me</td>
<td>4.26 (308)</td>
<td>4.54 (28)</td>
<td>95</td>
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<tr>
<td>Q06</td>
<td>Development</td>
<td>3.85 (305)</td>
<td>4.00 (28)</td>
<td>73</td>
</tr>
<tr>
<td>Q07</td>
<td>Opinions Count</td>
<td>3.82 (308)</td>
<td>4.07 (28)</td>
<td>90</td>
</tr>
<tr>
<td>Q08</td>
<td>Mission/Purpose</td>
<td>3.93 (304)</td>
<td>4.26 (27)</td>
<td>79</td>
</tr>
<tr>
<td>Q09</td>
<td>Committed to Quality</td>
<td>4.07 (307)</td>
<td>4.25 (28)</td>
<td>76</td>
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<tr>
<td>Q10</td>
<td>Best Friend</td>
<td>2.79 (278)</td>
<td>2.92 (28)</td>
<td>9</td>
</tr>
<tr>
<td>Q11</td>
<td>Progress</td>
<td>3.69 (306)</td>
<td>4.11 (27)</td>
<td>77</td>
</tr>
<tr>
<td>Q12</td>
<td>Learn and Grow</td>
<td>4.06 (308)</td>
<td>4.18 (28)</td>
<td>76</td>
</tr>
</tbody>
</table>

### Information Technology

<table>
<thead>
<tr>
<th>Question</th>
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<th>Score (Respondents)</th>
<th>Score (Gallup)</th>
<th>Percentile Rank</th>
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<tr>
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</tbody>
</table>

**Grand Mean Percentile Rank**

- **Overall**: 3.83 (Percentile: 41)
- **Information Technology**: 4.08 (Percentile: 76)

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**GALLUP**

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Questions?
Thank you.