Harnessing the Power of an Employee-Focused Culture

PRESENTED BY:
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Culture

**Health**
High-pressure companies spend 50% more on health; stress accounts for 80% of work accidents.

**Bottom Line**
Disengagement leads to 37% higher absenteeism, 49% more accidents, 18% lower productivity, 16% lower profitability

**Turnover**
Workplace stress from a poor culture leads to 50% more turnover.
Increased Productivity via Engagement

**Engagement Wheel of Success**

- Communication
- Culture
- Events
- Space
- Health & Wellness
- Hiring & Onboarding
- Programs
- Development
- Diversity & Inclusion
High Stakes at the University of Oregon

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

- $500M Knight Campus for Accelerating Scientific Impact
- Presidential Initiative in Data Science
- Foray into Online and Distance Education
Improving Outcomes via Engagement

Engagement Wheel of Success

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Don’t be afraid to just get started!
Employee Engagement - where we were…

- 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
How we got started

Engagement Survey

• We were prepared for challenging feedback - used it as a baseline!
• UO created a workgroup to develop a survey - creating buy-in and ownership
• Coordinated with central HR efforts

Action Plan

• We created an action plan for the three areas of biggest opportunity - PROMPTLY
• One person owned the plan and coordinating work groups and accountability
• We published the plan and update it quarterly against progress
• Under-promised and over-delivered; credibility is key
• We were clear about what we could not tackle - defining our own success
The Quack-IT challenge

- 24-hour innovation challenge modeled loosely after Fed-Ex Day
- Open to all IT staff and IT student employees
- Only 2 rules:
  - Must submit a project ahead of time
  - Must present a lightning talk
Engagement generates momentum...
University of Montana - The Rocky Road

2012 Students >15K
2017 Students ~12K
2018 Students ~11K

2017 Total IT ~130
2018 Total IT ~115
(approx 45% central)

2018 New President, Provost and other VPs
Staff Reduction Initiatives, New Vision & Abrupt Change
Increased Productivity via Engagement

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University of Montana - Fall of 2017

Momentum of positive IT culture around successful student success technologies implementations and research engagement

Evolving ‘OneIT’ effort with solid recommendations

On the heels of the 2017 Educause presentation
- *IT short-courses platform for professional development*
- Considered Gallup poll idea from PSU
- Began a goals conversation, best places to work in IT
- Engaged Cabinet, shared governance in a conversation about using IT as a catalyst for employee engagement across campus
Voluntary Severance Option

- Announced at Thanksgiving

- ½ year of salary, year of benefits, two years service to qualify, fully general funds employees only

- Severe impact to central IT, 15% of our best players
University of Montana - 2018

Picking up the Pieces After the VSO

New President, campus leadership
“Mission first, people always”

IT Back to Square One
- Opportunity with IT remains
  (good bones, good plan & people)

Challenging Environment
- Aspiration vs budget cuts, enrollment decline, state attitude toward higher education, competition, spiralling cultural negativity
Urban public research university,
28,000 students, 5,000 faculty and staff
115 IT Staff
Increased Productivity via Engagement

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Hiring

JOIN OUR TEAM

ANNUAL CONFERENCE 2018
Hiring - PSU OIT

- Expand pools to increase diversity
- Acknowledge unconscious bias
- Revamp interview questions
- Interview questions 15 minutes early
- Good interview experience
- Modify minimum qualifications and advertisements
- Department Meet & Greet at Interview
- Keep committees small and diverse
- Hiring committee charge
Hiring - PSU OIT

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Onboarding - PSU OIT

30-day feedback survey

Trained and prepared managers

Lunch on first day

New hire interviews

Onboarding sheets for transparency

Signed card on desk

Buddy program

Focusing on making them feel welcome

Start preparing early

#EDU18
Onboarding - PSU OIT

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Diversity and Inclusion

Diverse pools by expanding the net

- Advertising locations + Google Analytics
  - Women in tech job boards, Urban League of Portland, Diversity.com
- Position demographics through PeopleAdmin
- Reassessing requirements (e.g. degree)
  - OGDI training, best practices research
- Examining language
  - Textio, OGDI review
Diversity and Inclusion

Inclusive onboarding by focusing on belonging

- Training managers
  - OGD1 speakers, incorporate into leadership development, OIT best practices trainings
- Hiring committees
  - Composition and charge
- Asking employees
  - Anonymous surveys, new hire interviews, onboarding survey
Is it working?
Gallup Engagement Survey

OIT Overall Satisfaction
(out of a possible 5)

- 2015: 3.87
- 2016: 4.16
- 2017: 4.19

80th percentile: 2016 4.16
82nd percentile: 2017 4.19
40th percentile: 2015 3.87
# New Hire Survey Results

<table>
<thead>
<tr>
<th>Category</th>
<th>Rating</th>
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</thead>
<tbody>
<tr>
<td>Application/Interview Process</td>
<td>9.1</td>
</tr>
<tr>
<td>Onboarding Process</td>
<td>9.3</td>
</tr>
<tr>
<td>How welcome do you feel?</td>
<td>9.7</td>
</tr>
<tr>
<td>Recommend OIT to a friend?</td>
<td>9.8</td>
</tr>
</tbody>
</table>

N = 27
Questions?