

Recommended Staff Survey Action Items

Background

In February 2011, the University distributed a Staff Survey to all 5000+ Academic Division staff, designed to get a sense of employee satisfaction among staff members and to help the administration identify areas for improvement. Positive highlights included high levels of satisfaction with the University as a place to work overall, as well as appreciation for U.Va. as a safe, ethical, environment that treats its employees with fairness and respect. Over 92% of staff are proud to tell people they work for U.Va.

After analysis by the Center for Survey Research, which also designed the questionnaire, three areas for improvement clearly rose to the top: Pay, Promotional Opportunities, and Performance Evaluation, or the “three Ps”.

A Staff Survey Advisory Committee, made up of staff from across Grounds who were nominated by the Employee Communications Councils (ECCs), oversaw the administration of the survey and undertook a review of all the quantitative data on the three Ps (the answers to the survey questions), as well as the qualitative (comments from the open comment sections). They also benchmarked against other higher education institutions to judge U.Va.’s performance and to identify best practices. The committee used these data to develop recommendations for all three areas—pay, promotion, and performance management—that the University could implement to improve staff satisfaction. It is important to the group to note that listening to what staff had to say was the impetus and the outcome of the survey, that staff opinion was taken seriously, and the data informed their work.

Key constituents (HR Exchange, Provost ECC, Health System Academic/Research ECC and EVP/COO ECC) were then asked to help determine which of the committee’s ideas for improvement would be the most meaningful. Constituents prioritized each recommendation and the results were tabulated and vetted by the Staff Survey Committee. The Committee then chose the top four action items from each “P”.

Following this report are the summarized top-priority recommendations. An attached appendix lists all the recommendations, including those that were not selected to move forward, as well as the data reviewed by the committee and themes they gleaned from their review.

Conclusions

As the recommendations were reviewed and selected, recurrent themes emerged. Foremost on the committee members’ minds was to emphasize their listening to what staff had to say, and remember that these ideas came directly from their peers. Woven throughout was the idea of pay for performance, optimizing the use of technology, and the connection between individual employee success and organizational success. The group struggled with how to incorporate their ideas on pay for performance—ranging from rewards and recognition to promotions in place to the inculcation of a performance-based culture—in a way that would be applicable to Classified Staff as well as University Staff. While reluctant to “leave them behind,” the group acknowledged the differences between the two systems that may create alternate outcomes for each group of employees.

Realistically, it is not possible for the University’s administration to implement every proposed solution or recommendation. Whichever recommendations are implemented, the committee feels it will be a multi-year effort, and

that metrics should be created to allow success to be measured over time. To that end, University Human Resources, with direction from the administration, will prioritize the recommendations, identify resources, and create project plans with concrete deliverables for the selected implementations. The committee remains committed to joining together with the administration to continue to make UVa a great place to work.

Pay

Staff at the University have not had a state-funded salary increase since 2008. Not surprisingly, pay was a pressing issue in the survey. 47% of survey respondents are dissatisfied with their pay; 65% believe they would be better paid for their work elsewhere, and an equal number do not feel they are paid fairly compared to the market. The majority of negative comments in the survey about pay referred to the lack of raises. The second most common theme in the comments about pay was dissatisfaction with the amount of pay compared to value brought and level of responsibility. The deliverables recommended by the committee in order of priority are:

1. Communication/Marketing Initiatives –
 - Provide statistics on how leave is used at UVa. Compare with other local employers. Convert yearly salaries to hourly so employees can see how much a day off costs
 - Communicate and educate on proper use of educational benefit program
 - Communicate the fringe benefit rate and how it works
 - Share health plan data - clear up misconceptions on plan and cost
 - Share statistics on recent strategic salary adjustments and how it benefited Univ. staff
 - Communicate how and when raises can be given, what a market range is and the role of the supervisor
 - Collect and publish all employee discounts
 - Have Susan Carkeek make a video to share stories about compensation
 - Keep the 5-year compensation plan on the BOV agenda
 - Retain the class in the Managing at UVa series about dealing with compensation at UVa and use again when applicable.
2. Request BOV money to be allocated for specific sets of employees - like what was done for lowest paid employees in 2011. Criteria for potential groups include market range position, longevity, etc.
3. Rewards and Recognition -
 - Share ideas from the Provost Communication Council's study of rewards and recognition from across Grounds
 - Based on performance rating, provide discounts at UVa/local businesses
 - Develop formal recognition programs - lunch, parking, UVa Today stories, "Employee of the Month", etc.
4. Develop Total Rewards/Compensation Statements

Promotion

Staff at U.Va. identified promotion opportunities as another area for improvement. In the survey responses, 41% expressed dissatisfaction with opportunities for promotion. 74% of respondents disagreed with the statement that their

best chance for a promotion would be within their own school or unit, and 66% disagreed with the statement that opportunities for promotion are equally available in their department. The majority of comments on the survey about promotion cited the lack of opportunities and/or no knowledge of opportunities as their greatest concern. The second-most common comment was that staff must leave their department to be promoted. The deliverables recommended by the committee in order of priority are:

1. Loosen restrictions on mid-year salary increases such as “In Band Adjustments” (“IBAs”) for Classified Staff and skill acquisition increases for University Staff.
2. Create a class for supervisors on developing skills and talents of their direct reports.
3. Career Path Project –
 - Job titles are vastly different in various units. Consolidate titles and market ranges
 - Expand career path project rollout to better support employee growth and development opportunities for "promotions in place".
4. Communications and Marketing Initiatives –
 - Need a definition of promotion
 - Create networking opportunities for staff to help people become more aware of pay and growth opportunities
 - Establish a central warehouse to list all training activities around Grounds. There are numerous training opportunities outside of HR and typically only the departments are aware of their individual opportunities.

Performance Evaluation

At the time of the survey the University had just completed its second year using a new performance management process. There were some positive responses on the survey regarding understanding how performance is evaluated, having input into goals, and knowing what to do to receive a high rating. For areas of improvement, 62% percent of respondents did not feel time spent on evaluations were well spent and 55% did not feel the career development section of the evaluation was helpful. The value of the process, for the time spent, is also the primary theme for dissatisfaction in the comments about the performance evaluation process. Not feeling appreciated or not receiving regular recognition from supervisors was the second most common theme in the comments. The deliverables recommended by the committee in order of priority are:

1. Improve Goal Setting Process –
 - Ensure consistent goal setting process starting from the top - cascade one common theme from the President - create an organizational culture around performance management
 - Have a template of goals to help the employee get started with goal writing process - eliminate the pre-work and make that process happen in Lead@ - less technical than the SMART goals
 - Supervisors should work with employees to arrive at a broader understanding of goal setting

- Reinforce that goals can be changed during the year as the employee's work may also change (not forced to write broad goals if not knowing what the employee will be doing in a year from now)
 - Create a culture that allows employees to pursue reasonable stretch goals without the fear of being penalized for “stretching”
 - Goals need to be weighted by importance
2. Communication and Marketing Initiatives –
- Reach every division with a personalized training on how to write goals and use the system
 - Create a change management plan that shepherds the re-introduction of the process and system through frequent and appropriate communications
 - Explain calibration and investigate whether it is done fairly/equally across University
3. Lead@ Technical/Systems Issues - Reorganize existing system to be more user friendly and easy to navigate for all employees and managers such as:
- Printed versions are not readable - optimize for print feature
 - Send Forward / Send Back Button
 - Progress diagram redesign on the home page
 - Add the ability to save goals, evaluations, etc. from year to year
4. Create leadership solidarity around a common philosophy and approach to performance management that is used Grounds-wide. Establish accountability.

Appendix A: Pay

Items shaded in green are recommended for action and those in red did not receive enough support to continue.

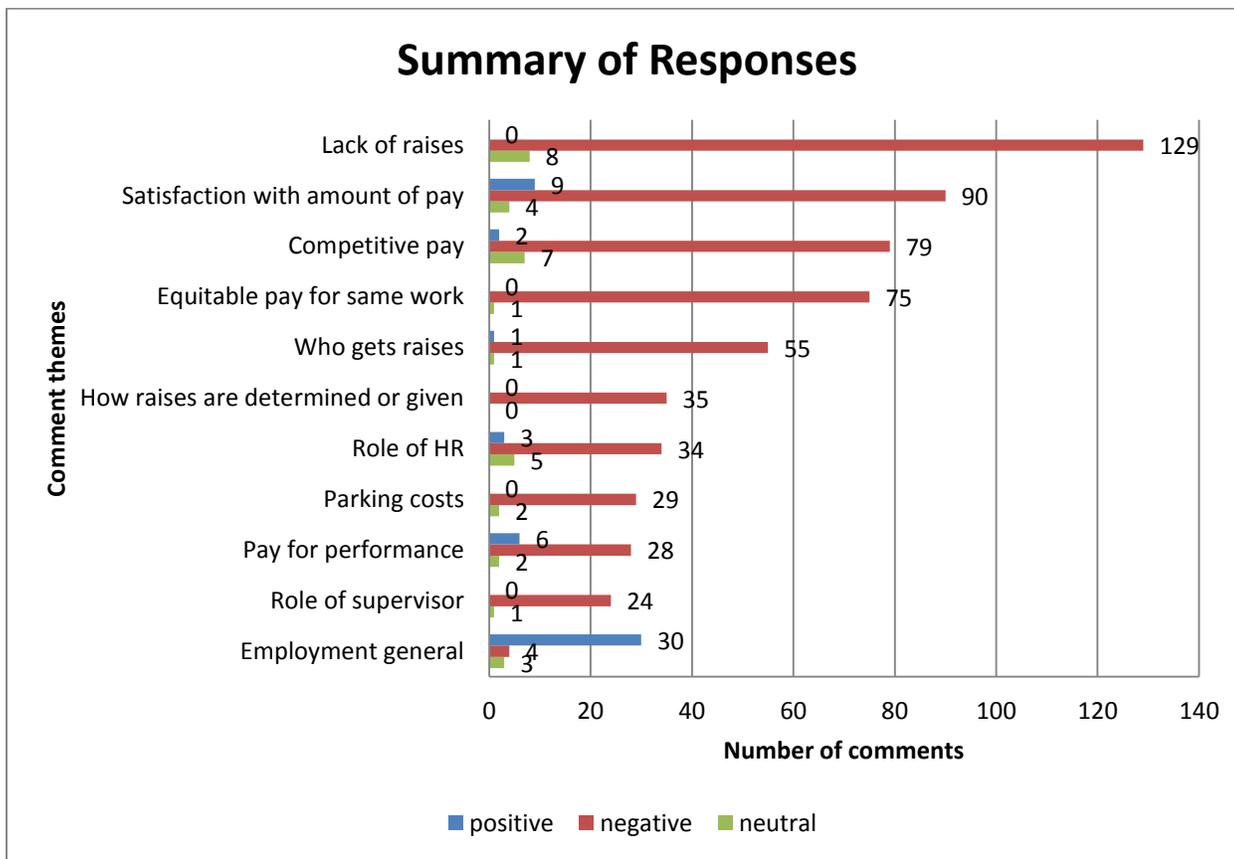
Staff Survey Action Items		Overall Rank
Type	Proposed Items	
Pay	Communication/Marketing Initiatives - 1) Provide statistics on how leave is used at UVa. Compare with other local employers. Salary by the hour - show cost 2) Communicate and educate on proper use of educational benefit program 3) Communicate the fringe benefit rate and how it works 4) Share health plan data - clear up misconceptions on plan and cost 5) Share statistics on recent strategic salary adjustments and how it benefited univ. staff 6) Communicate how and when raises can be given, what a market range is and the role of the supervisor 7) Collect and publish all employee discounts 8) Have Susan Carkeek make a video to share stories about compensation 9) Keep the 5 year compensation plan on the BOV agenda 10) Retain the class to Managing at UVa about dealing with compensation at UVa and use again when applicable	1
Pay	Request BOV money to be allocated on specific sets of employees - like what was done for lowest paid ee's in 2011. Potential groups include market range position, longevity, etc..	2
Pay	Rewards and Recognition - 1) Share ideas from the Provost EE Communication Council's study of rewards and recognition from across Grounds 2) Based on performance rating, provide discounts at UVa/local businesses 3) Develop formal recognition programs - lunch, parking, UVa Today stories, "Employee of the Month", etc.	3
Pay	Total Rewards/Compensation Statements	4
Pay	As suggested at the staff survey town hall, conduct a survey of all staff to identify waste. Use savings for employee salaries. Or as a cheaper alternative, use a hotline/email to report findings. Use ECC's to collect responses and then deliver to HR.	5
Pay	Change the eligibility rules for the supplement benefit program to cover a larger number of employees (currently \$450 if make less than \$42,000).	6
Pay	Provide raises through attrition - do not fill vacated positions and reallocate money to existing employees	7
Pay	Education Benefits - 1) Increase the educational benefit amount from \$2000 to \$XXXX 2) For more popular classes or institutions, are there group discounts available if enrollment numbers reached	8

Pay Comment Themes Summary Report

Open Ended Question

Q_O15: Please use the space below to write any additional comments you have about diversity and equal employment opportunity by the University and your department, employee relations issues, or your pay and benefits at the University.

Results: Most Negative to Least Negative



Definition of Themes

- **Lack of Raises:** specifically over the past few years
- **Satisfaction with Amount of Pay:** in general; compared to value brought or increased responsibilities
- **Competitive Pay:** within the external market; people not at market range
- **Equitable Pay for Same Work:** within the university; new people coming in at higher salaries; compared to internal peers

- **Who Gets Raises:** lack of raises for people with long tenure;; squeaky wheels; fairness; UStaff vs. Classified; comments about people
- **How Raises are Determined or Given:** if you have a competing offer; unsure of process/criteria for getting more pay; comments about process
- **Role of HR:** helpful or not helpful; decision-making related to raises
- **Parking Costs:** often in conjunction with the cost of living going up in general
- **Pay for Performance:** in concept; pay in relation to overall performance
- **Role of Supervisor:** helpful or not helpful; decision-making related to raises
- **Employment General:** grateful to have a job

Table B-15

Compensation and Benefits	Year	Strongly agree	Agree	Disagree	Strongly disagree	Mean	Number Responding
		4 (%)	3 (%)	2 (%)	1 (%)		
O1. If I have a question about pay, I can get an answer quickly, accurately and easily	2011	37.5	42.2	13.2	7.2	3.10	2707
O2. My pay is about the same as or better than I would receive if I were doing the same type of work for another organization	2011	8.7	25.5	30.5	35.3	2.08	2596
O3. I feel that I am paid fairly compared to the market	2011	8.6	25.6	32.7	33.1	2.10	2675
O4. When changes in pay occur, they are made fairly	2011	10.4	31.8	29.2	28.6	2.24	2379
O5. If I have a question about benefits I can get it answered quickly, accurately, and easily	2011	42.1	43.6	9.7	4.7	3.23	2761

	Year	Extremely Satisfied	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Extremely dissatisfied	Mean	Number Responding
		7 (%)	6 (%)	5 (%)	4 (%)	3 (%)	2 (%)	1 (%)		
O6. Overall, how satisfied are you with pay?	2011	2.8	13.1	29.6	7.7	23.6	16.1	7.2	3.87	2781
O7. Overall, how satisfied are you with health benefits?	2011	12.4	32.2	28.3	10.2	12.4	3.2	1.3	5.07	2773
O8. Overall, how satisfied are you with wellness benefits?	2011	11.1	29.2	27.2	22.6	6.0	2.2	1.7	5.03	2764
O9. Overall, how satisfied are you with retirement benefits?	2011	10.0	28.4	30.3	15.6	11.0	3.2	1.6	4.95	2762
O10. Overall, how satisfied are you with leave benefits?	2011	22.2	42.4	23.2	6.8	3.8	0.9	0.7	5.67	2762
O11. Overall, how satisfied are you with disability benefits?	2011	13.4	32.9	22.6	24.8	3.3	1.2	1.8	5.17	2749
O12. Overall, how satisfied are you with life insurance benefits?	2011	13.9	35.3	24.9	20.4	3.3	1.0	1.2	5.28	2762
O13. Overall, how satisfied are you with education benefits?	2011	19.4	35.8	22.3	13.9	5.3	2.1	1.1	5.39	2768

Appendix B: Promotion

Items shaded in green are recommended for action and those in red did not receive enough support to continue.

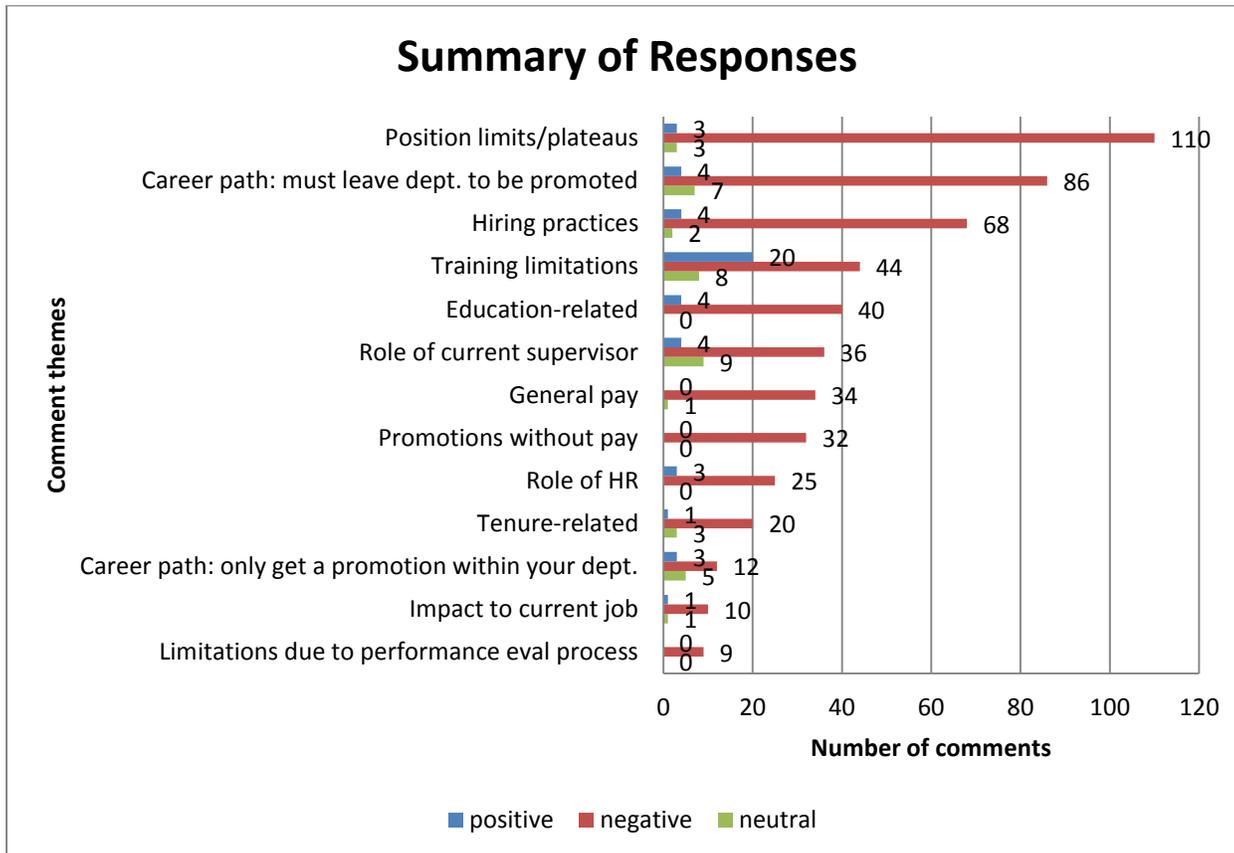
Staff Survey Action Items		Overall Rank
Type	Proposed Items	
Promotion	Loosen restrictions on mid-year salary increases such as IBA and skill acquisition \$\$	1
Promotion	Create a class for supervisors on developing skills and talents of their direct reports.	2
Promotion	Career Path Project - 1) Job titles are vastly different in various units. Consolidate titles and market ranges 2) Expand career path project rollout to better support employee growth and development opportunities for "promotions in place".	3
Promotion	Communications and Marketing Initiatives - 1) Need a definition of promotion 2)Networking opportunities for staff to help people become more aware of pay and growth opportunities 3) Establish a central warehouse to list all training activities around Grounds. There are numerous training opportunities outside of HR and typically only the departments are aware of their individual opportunities.	4
Promotion	Create an environment where a manager will willingly allow the use of work-time for education/personal development	5
Promotion	Create an intern/job sharing/job shadowing/site visit program that would allow current employees to try another position while maintaining old job. Have a database of units who would accept short-term help or need project assistance.	6
Promotion	Identify high performers and develop a talent management strategy on how to advance at UVa. Rated as exceptional on their review.	7
Promotion	Add additional resources in HR (expand/publicize) to consult on career counseling opportunities / work within career paths	8
Promotion	Allow vacancies to be posted within a department/college first then University-wide	9

Promotion Comment Themes Summary Report

Open Ended Question

Q_G8: Please use the space below to write any additional comments you have about the University's training and development efforts or opportunities for promotion at the University.

Results: Most Negative to Least Negative



Definitions of Themes

- **Position limits/plateaus:** no opportunities available for promotion; no knowledge of opportunities for unique positions; off-site locations with limited opportunities.
- **Career path (must leave department to be promoted):** perception that you must leave your department to be promoted.
- **Hiring practices:** fairness in making decisions related to promotions; “who you know...”; understanding the promotion process
- **Training limitations:** opportunities or lack of based on attending training
- **Education-related:** opportunities or lack of based on formal education; expecting promotion due to degrees
- **Role of current supervisor:** helpful or not helpful; decision-making related to promotions; favoritism
- **General pay:** people who read “promotion” in the question and respond about pay rather than work
- **Promotions without pay:** New title and/or additional responsibilities but without pay
- **Role of HR:** helpful or not helpful; decision-making related to career paths or promotions

- **Tenure-related:** opportunities or lack of connected to length of service
- **Career path (only get a promotion within your department):** perception that you can only get a promotion within your department
- **Impact to current job:** when you attempt to move positions
- **Limitations due to the performance evaluation process:** opportunities or lack of connected to the performance evaluation process

2011 ACADEMIC DIVISION STAFF SURVEY

Table B-7

Opportunities for Promotion	Year	Strongly agree	Agree	Disagree	Strongly disagree	Mean	Number Responding
		4 (%)	3 (%)	2 (%)	1 (%)		
G1. In my department, opportunities for promotion are equally available	2011	7.6	26.1	28.6	37.7	2.04	2393
G2. In my department, promotions happen mostly because of work achievements	2011	8.7	28.3	27.7	35.4	2.10	2311
G3. In my department, promotions are awarded to the best qualified candidate	2011	11.0	30.3	25.7	33.0	2.19	2139
G4. I have professional networking opportunities inside or outside of my department	2011	17.4	47.7	20.6	14.3	2.68	2612
G5. The best chance I see for a promotion is inside my department	2011	6.2	19.9	26.3	47.7	1.85	2611
G6. I see myself in a long-term career path at the University	2011	28.1	42.3	16.3	13.3	2.85	2518

	Year	Extremely Satisfied	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Extremely dissatisfied	Mean	Number Responding
		7 (%)	6 (%)	5 (%)	4 (%)	3 (%)	2 (%)	1 (%)		
G7 Overall, how satisfied are you with opportunities for promotion at the University?	2011	3.5	12.2	21.6	21.3	19.4	15.0	7.0	3.86	2863

Appendix C: Performance Evaluation

Items shaded in green are recommended for action and those in red did not receive enough support to continue.

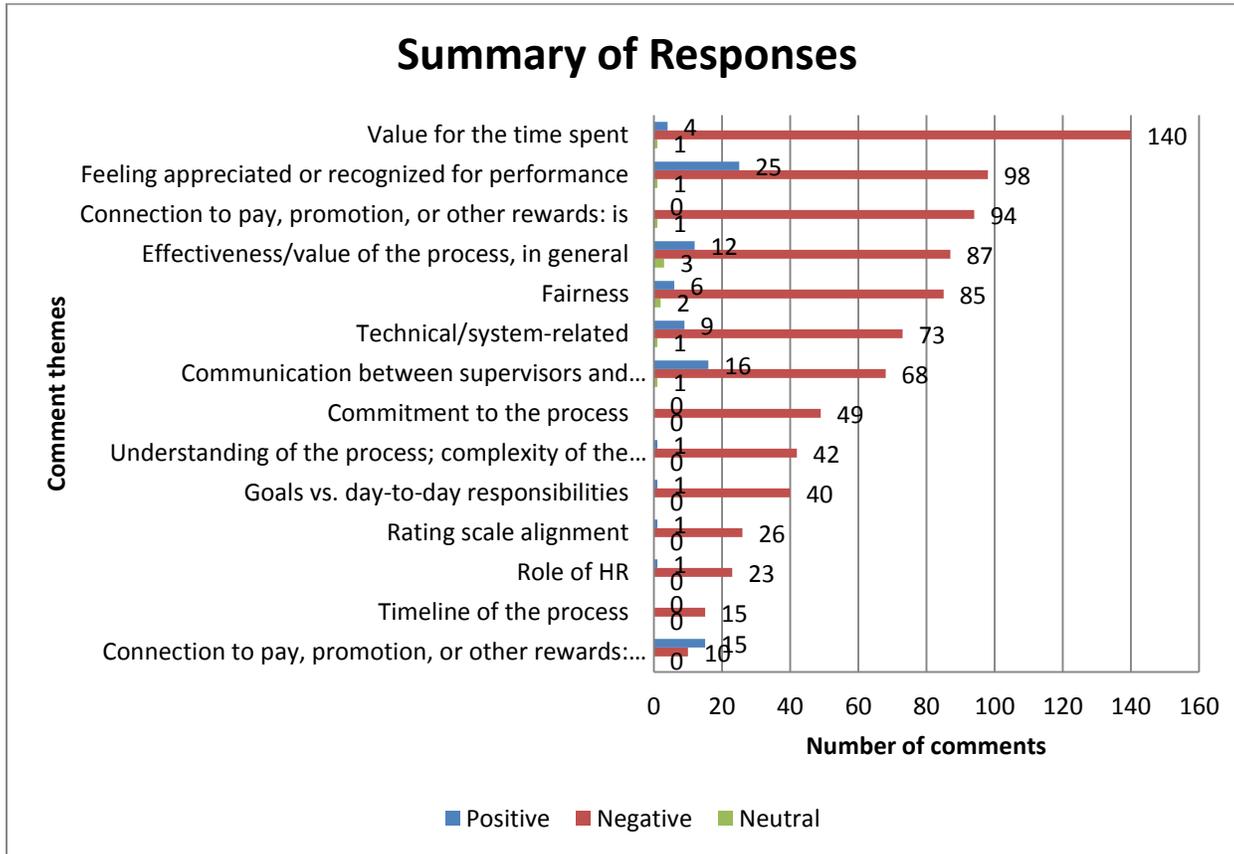
Staff Survey Action Items		Overall Rank
Type	Proposed Items	
Perf Eval	Improve Goal Setting Process - 1) Ensure consistent goal setting process starting from the top - cascade from the President - create an organizational culture 2) Have a template of goals to help the employee get started with goal writing process - eliminate the pre-work and make that process happen in Lead@ - less technical than the SMART goals 3) Supervisors should work with employees to arrive at a broader understanding of goal setting 4) Reinforce that goals can be changed during the year as the employee's work may also change (not forced to write broad goals if not knowing what the employee will be doing in a year from now) 5) Create a culture that allows employees to pursue reasonable stretch goals without the fear of being penalized for "stretching" 6) Goals need to be weighted by importance	1
Perf Eval	Communication and Marketing Initiatives - 1) Reach every division with a personalized training on how to write goals and use the system 2) Create a change management plan that shepherds the re-introduction of the process and system through frequent and appropriate communications 3) Explain calibration and is calibration done fairly/equally across University	2
Perf Eval	Lead@ Technical/Systems Issues - Reorganize existing system to be more user friendly and easy to navigate for all employees and managers such as: 1) Printed versions are not readable - optimize for print feature 2) Send Forward / Send Back Button 3) Progress diagram redesign on the home page 4) Add the ability to save goals, evaluations, etc. from year to year	3
Perf Eval	Create leadership solidarity around a common philosophy and approach to performance management that is used Grounds-wide. Establish accountability.	4
Perf Eval	Performance Reviews - 1) Expand performance evaluation process to involve peer reviews	5
Perf Eval	Move competencies prior to the performance goal setting as they serve as a great tool in helping write goals.	6
Perf Eval	Template on how to conduct a good performance review (video) and a template on how to prepare for a review	7

Performance Evaluation Comment Themes Summary Report

Open Ended Question

Q_E10: Please use the space below to write any additional comments you have about the work facilities and technology you use in your position, empowerment you have in the workplace, how you feel when performing your work, the process for your performance evaluation, or mutual commitment between you and the University.

Results: Most Negative to Least Negative



Definitions of Themes

- **Value for the time spent:** focus is on the time it takes
- **Feeling appreciated or recognized for performance:** everyday recognition, generally from manager
- **Connection to pay, promotion, or other rewards: is:** is (positive) or is not (negative)
- **Effectiveness/value of the process, in general:** also liking or not liking, in general; concept of performance evaluations
- **Fairness:** subjective nature of evaluations; limits on high ratings; other reviewers; opportunity for self-review and input
- **Technical/system-related:** Lead @ system
- **Communication between supervisors and employees:** around goal-setting, feedback, etc.
- **Commitment to the process:** supervisors or employees; degree to which the process is taken seriously
- **Understanding of the process; complexity of the process:** also understanding university/department goals
- **Goals vs. day-to-day responsibilities:** scope of performance evaluation tool does not reflect accomplishments
- **Rating scale alignment:** degree to which numbers reflect actual performance
- **Role of HR:** helpful or not helpful in the performance evaluation process
- **Timeline of the process:** due dates, etc.
- **Connection to pay, promotion, or other rewards: should:** should be (positive) or should not be (negative)

Process for Your Performance Evaluation	Year	Strongly agree	Agree	Disagree	Strongly disagree	Mean	Number Responding
		4 (%)	3 (%)	2 (%)	1 (%)		
D1. I receive regular feedback about my performance from my supervisor	2011	30.5	40.0	18.2	11.3	2.90	3036
D2. I have a clear understanding of how my performance is evaluated	2011	28.6	41.6	19.4	10.3	2.89	3036
D3. I know what I need to do to achieve high performance ratings in my job	2011	30.3	41.1	19.1	9.5	2.92	3019
D4. My performance evaluation helps me know how well I am doing in my job	2011	20.2	38.5	25.6	15.7	2.63	2972
D5. The career development section of the performance evaluation helps me plan and develop my career	2011	9.9	35.4	31.3	23.4	2.32	2916
D6. The performance evaluation process adequately captures the nature of my work	2011	11.8	38.1	28.7	21.4	2.40	2967
D7. I have the opportunity to provide input into my goals and evaluation	2011	35.9	48.7	10.1	5.4	3.15	3004
D8. The performance evaluation system is user-friendly	2011	12.3	37.0	27.9	22.8	2.39	2996
D9. Time spent on performance evaluation is time well spent	2011	9.4	28.3	30.2	32.1	2.15	2989

	Year	Extremely Satisfied	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Extremely dissatisfied	Mean	Number Responding
		7 (%)	6 (%)	5 (%)	4 (%)	3 (%)	2 (%)	1 (%)		
D10. Overall, how satisfied are you with the process for your performance evaluation?	2011	4.1	14.4	28.0	16.4	19.2	12.7	5.3	4.08	3058