

UWG Town Hall

Dr. Kyle Marrero, President

The University of West Georgia aspires to be the best comprehensive university in America – sought after as the best place to work, learn, and succeed!

April 19, 2018



Special Thanks....acknowledgements! |

- **Engage West Survey Committee** - N. Jane McCandless (chair), Amy Cuomo, Erin Brannon, Mary Alice Varga, Justin Barlow, Juanita Hicks, Winston Tripp, Sharmistha Basu-Dutt, and Alicia Welch
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- Thanks to **Faculty and Staff** for participating!!!



Engage West!

- At the University of West Georgia, we believe that an engaged faculty and staff are critical to creating an environment in which students can succeed, inside the classroom and in life.
- To create engagement, we need to ensure that all contributors understand their value and contribution to the whole.



Culture is the key... Engage West!

...is a cultural-transformative movement that promotes an environment in which all individuals know and own their roles and responsibilities in achieving the aspirational vision of the University of West Georgia.

We are engaged in growing ourselves to grow others!

We are building an environment where people will know what to do, why they are doing it, and what we intend to accomplish. At the same time, these people will be engaged and part of solution-making!

People – Purpose – Action

University of West Georgia



Embedding our Culture!

Engage West!

People – Purpose – Action

Transforming our culture, so everyone knows...

- What to do
 - Why we are doing it
- What we want to accomplish

Everyone engaged in finding solutions.



Engage West - Actions!

- Create aligned goals among our divisions and with senior leaders that cascade throughout the institution to establish clear priorities.
- Prepare our leaders to provide a workplace environment that supports our faculty and staff to be engaged in their work.
- Provide support for faculty and staff to create a place that serves our students.
- Create an environment that supports all of us living our UWG values.
- Reduce barriers and improve processes.



The Nine Principles[®] for Organizational Excellence

Commit to Excellence

Achieve high performing results while living out our mission and values.

Measure the Important Things

Relentlessly apply a results-focused approach to achieve organizational excellence.

Build a Culture Around Service

Connect service to organizational values.

Create & Develop Leaders

Expect leaders to achieve at high-performing levels.

Focus on Employee Engagement

Build a top-performing workplace.

Build Individual Accountability

Lead by example to create an inspired and focused workforce.

Align Behaviors w/ Goals & Values

Support organizational transparency of results to sustain trust.

Communicate at All Levels

Deliver messages with a clear focus and a consideration for others.

Recognize & Reward Success

Show how great work supports the organization achieving excellence.



Why? Employee Engagement Survey

- Gather annual information in areas to help build a best place to work environment
 - 1) **Engagement**;
 - 2) Perceptions about **immediate supervisors** supporting a best place to work environment;
 - 3) Perceptions about **department leaders** supporting a best place to work environment;
 - 4) Perceptions about **institutional leaders** supporting a best place to work environment;
 - 5) Perceptions about **senior leadership**, and the president;
 - 6) Perceptions about **communication** practices;
 - 7) Perceptions about **climate**;
 - 8) Perceptions about **pay and benefits**;
 - 9) Perceptions about **mission and goals** at university, institutional, and department levels; and
 - 10) Overall degree to which employees **recommend** UWG as a best place to work.
- These are the areas that impact employee engagement; they are also the areas that our leaders can do something about
- Review overall UWG results to determine what we can do across the university to improve the work environment
- Provide leaders with their results so that they can roll them out to their teams to create action plans focused on 1 to 3 areas of improvement during a given year



Why? Employee Engagement Survey

The Engage West survey is a survey about YOU and what YOU believe is preventing YOU from becoming a fully engaged employee!



Definition of Engagement

Employee engagement is:

- a positive and energized work-related motivational state, and
- a genuine willingness to contribute to work role and organizational success

Albrecht, S.L. (2010). Employee engagement: 10 key questions for research and practice. *The handbook of employee engagement: Perspective, issues, research and practice*, 3-19.



Engage West - Accomplishments

- Record Enrollment
- Record Degrees Conferred
- Record Incoming Freshman GPA
- Record 4 and 5 year graduation rate (2012, 6-year cohort will be a record)
- Record Fundraising
- Record Economic Impact
- Faculty & Staff Merit/Equity Salary Increases - \$10.05M
- Over 181 new full-time Faculty and Staff (additional 150 w/DineWest)
- 10 Sledgehammers awarded to the Barriers Team
- Engage West! Faculty and Staff Editions; EW Fellow & Emerging Leaders; Chairs Academy; Leaders of the Pack
- DevelopWest (Skillsoft)
- Best of the West Award Recognition
- Health and Wellness Programs and Activities
- Institutional and Programmatic Awards and Recognition



2018 Employee Engagement Results

- This year the leader reports have comparison results.
- A total of 1,280 employees participated in the 2018 survey which reflects an 76% response rate.
- The overall UWG mean was **3.92 on a scale of 1 to 5**, with five being the highest.



Leadership Level Definitions

Level	Leadership
Senior Leadership	Vice Presidents
Institutional Leadership	AVP, Executive Director, Dean
Departmental Leadership	Director, Department Chair, Associate/Assistant Dean
Immediate Supervisor	Reports in ADP

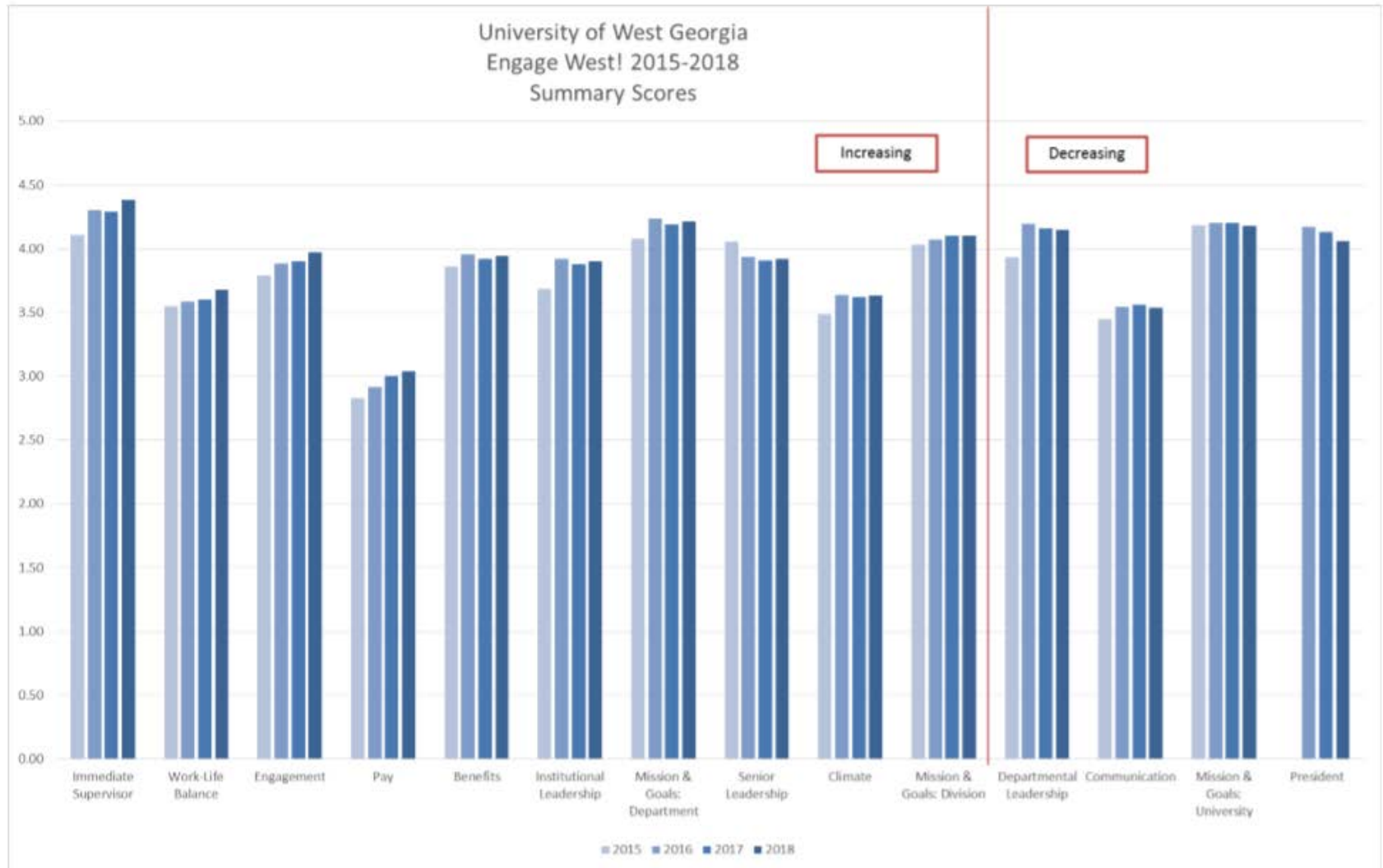


Means by Category and Overall Mean

Item Category	2015 N=1,151	2016 N=1,185	2017 N=1,368	2018 N=1,280
Engagement	3.79	3.88	3.90	3.97
Leadership				
President	-	4.17	4.13	4.06
Senior Leadership	4.05	3.94	3.91	3.92
Institutional Leadership	3.68	3.92	3.88	3.90
Departmental Leadership	3.93	4.20	4.16	4.15
Immediate Supervisor	4.11	4.30	4.29	4.38
Mission and Goals				
University	4.19	4.20	4.20	4.18
Division	4.03	4.07	4.10	4.10
Department	4.08	4.23	4.19	4.21
Communication	3.45	3.54	3.56	3.54
Climate	3.49	3.63	3.62	3.63
Pay	2.83	2.92	3.00	3.04
Benefits	3.86	3.95	3.92	3.94
Work-Life Balance	3.55	3.59	3.60	3.68
Overall Mean	3.82	3.91	3.90	3.92



Increasing & Decreasing Means

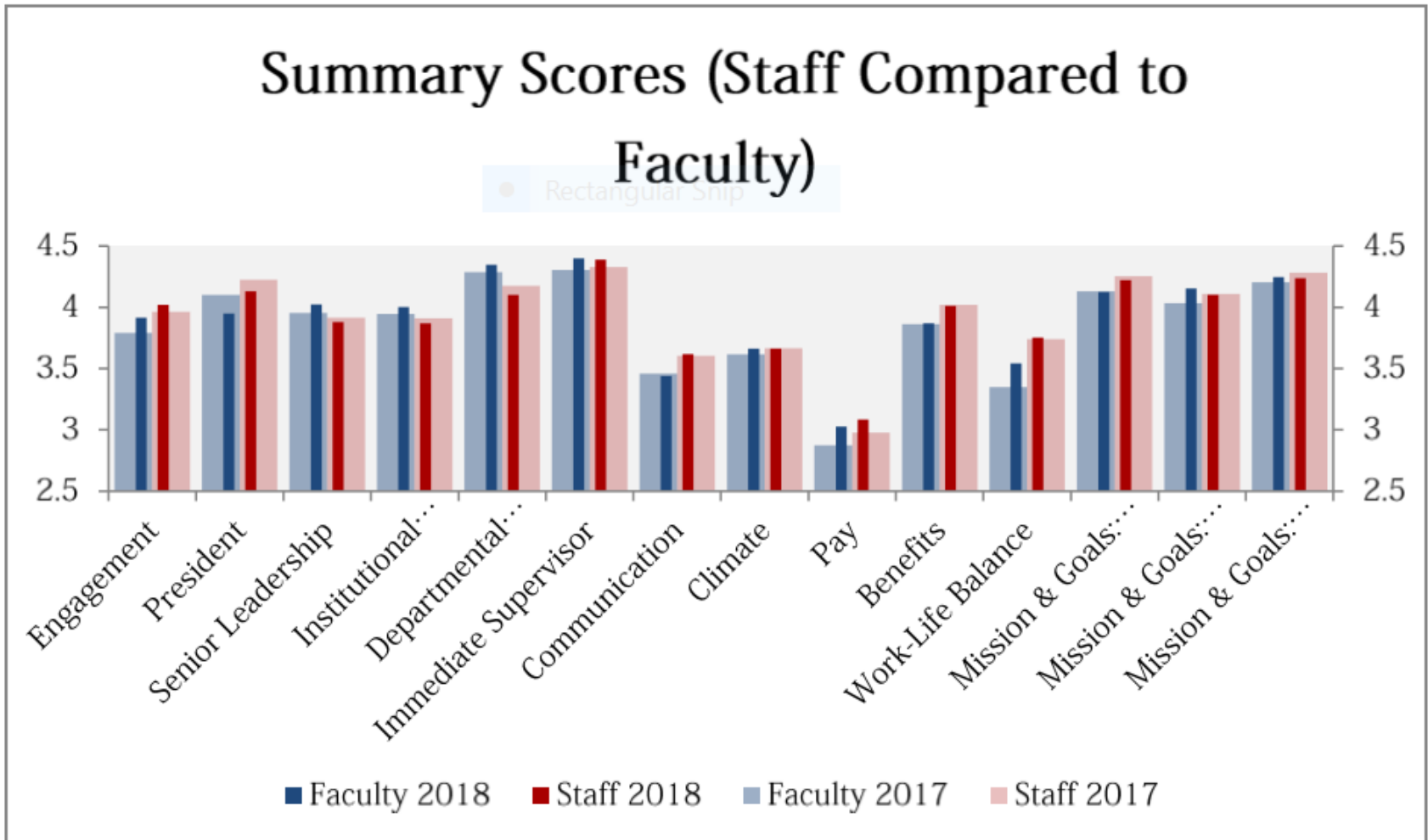


Engagement Item Means

Engagement Items	2016	2017	2018	Change 2017 to 2018
My job meets my expectations.	3.88	3.89	3.95	+0.06
The amount of work I am asked to do is reasonable.	3.64	3.69	3.75	+0.06
I feel a sense of pride when I tell people where I work.	4.14	4.14	4.20	+0.06
I feel my efforts count.	3.92	3.98	4.04	+0.06
I believe I have a career with this institution.	3.97	3.93	4.02	+0.09
The University invests in my individual development.	3.79	3.84	3.93	+0.09
I have a clear understanding of what is expected of me in my work.	4.07	4.08	4.11	+0.03
I receive the support needed to accomplish my work objectives.	3.82	3.82	3.89	+0.07
I am given credit for my contributions and achievements.	3.78	3.82	3.85	+0.03
I am provided with adequate funding for my professional development.	3.62	3.67	3.80	+0.13
I recommend this University as a good place to work.	4.07	4.06	4.10	+0.04
Engagement	3.88	3.90	3.97	+0.07



Faculty & Staff Trending Results



Summary Results – Results Focused on Future Outlook

Summary Category	2015	2016	2017	2018	Change 2017 to 2018
I am encouraged by UWG's progress.	4.08	4.10	4.02	4.00	-0.02
I recommend UWG as a good place to work.	3.95	4.07	4.06	4.10	+0.04



2018 Highest Scored Items

Rank	Eleven Highest Scored Survey Items	Category	2017 Mean	2018 Mean	Change 2017 - 2018
1 High	My immediate supervisor supports my attempt to balance my work and home responsibilities.	Immediate Supervisor	4.38	4.48	+0.10
2	My work is important to the success of my Department.	Mission & Goals Department	4.47	4.47	No Change
3	My immediate supervisor cares about me as a person.	Immediate Supervisor	4.38	4.44	+0.06
4 - 5	My immediate supervisor gives me feedback about my performance.	Immediate Supervisor	4.33	4.43	+0.10
4 - 5	I am committed to the mission and goals of my Department.	Mission & Goals Department	4.39	4.43	+0.04
6	My immediate supervisor treats me fairly.	Immediate Supervisor	4.35	4.41	+0.06
7	I have confidence in the abilities of my immediate supervisor.	Immediate Supervisor	4.28	4.38	+0.10
8 - 9	My immediate supervisor gives me the opportunity to do my best work.	Immediate Supervisor	4.30	4.37	+0.07
8 - 9	I am committed to the mission and goals of UWG.	Mission & Goals University	4.36	4.37	+0.01
10 - 11	My immediate supervisor recognizes outstanding work.	Immediate Supervisor	4.27	4.35	+0.08
10 - 11	My work is important to the success of my Division.	Mission & Goals Division	4.37	4.35	-0.02

2018 Lowest Scored Items

Rank	Ten Lowest Scored Survey Items	Category	2017 Mean	2018 Mean	Change 2017 - 2018
1 Lowest	My pay keeps pace with the cost of living.	Pay	2.73	2.78	+0.05
2	My pay is fair when compared with similar colleagues in similar organizations.	Pay	2.85	2.91	+0.06
3	I am paid adequately for the level of work I do.	Pay	2.88	2.95	+0.07
4	My pay is fair when compared to my colleagues here at UWG with similar responsibilities.	Pay	3.10	3.16	+0.06
5	UWG is effective at retaining valuable people.	Climate	3.21	3.22	+0.01
6	The right information gets to the right people at the right time.	Communication	3.30	3.25	-0.05
7	Staffing levels in my department are appropriate for the workload.	Work Life Balance	3.18	3.33	+0.15
8	The University is consistent in handling issues for all employees.	Climate	3.33	3.34	+0.01
9	Leadership around campus is working to improve my pay.	Pay	3.46	3.39	-0.07
10	Policies are applied fairly to all faculty and staff.	Climate	3.42	3.43	+0.01



Next Steps

- Leaders have received their individual reports.
- The Survey Team will offer roll out training sessions on April 20th
- Action plans will be created by all leaders to focus on improvement areas.
- It is mandatory for all leaders to roll out results and create an action plan that will be reviewed by their supervisor and inventoried by the institution.
- Deadlines for action plans will be communicated at the divisional level.



Action Plan Template

Semester Plan for Creating Best Place to Work Environments

Unit:

Overall Goal: Create a best place to work environment at UWG

Measurement Tool: Employee Engagement Survey

Unit Goal	
Progress Monitoring Tool	
Result	

Unit Actions to Improve				
	Focus Area	Action Description	Person Responsible	Timeline
Action 1:				
Action 2:				
Action 3:				

Other Comments:



ENGAGE WEST!

*Making UWG the best place to work,
learn, and succeed!*

