2015 Staff Survey

MOR

Leadership Development

Survey Services

Strategic Consulting

Supporting Organizational Leaders Since 1983

89%

21/25 Departments >8 respondents
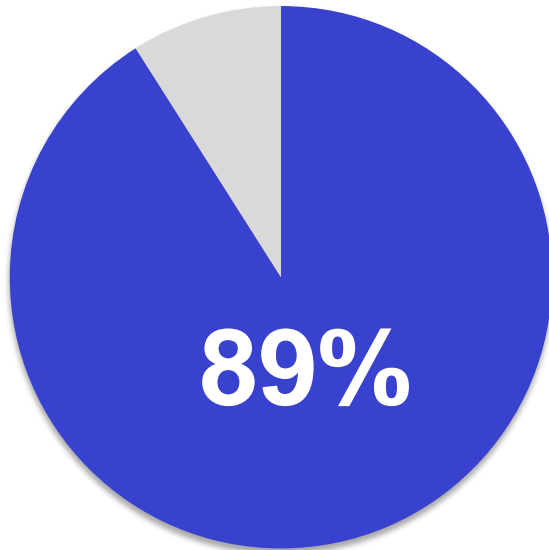 **4 not reporting had 8-10 members**

Highest: 100% (9 departments)

Lowest Three:
1st and 2nd Lowest 75%
3rd Lowest: 77%

Additional Demographics
 Gender
 Years of Service
 Job Grade

Researcher	Definition
Kahn (1990)	The harnessing of organization members to their work roles People employ and express themselves physically, cognitively, and emotionally during role performances
Baumruk (2004)	The amount of discretionary effort exhibited by employees in their job
Truss et al (2006)	Passion for work

Every 3% increase in discretionary effort leads to a demonstrable increase in the bottom line.

Measuring Engagement Itself

We averaged the responses to the following two questions to determine how engaged respondents were, which we used to analyze which dimensions are most important to engagement.

1. My work energizes me.

2. My work environment is place where people want to go the extra mile.

Disengaged → **Moderately Engaged** → **Highly Engaged**

Leadership

Supervisors

HR

Coworkers

You

The Survey Scale

All ratings questions employed the scale below. The color coding is used to chart the responses throughout the reports.

Disagree Very Much 1	Disagree Moderately 2	Disagree Slightly 3	Slightly Agree 4	Agree Moderately 5	Agree Very Much 6

17 Dimensions

Spector Dimensions

- **Departmental Communication**
- **Organizational Communication**
- **Recognition and Rewards**
- **Coworkers**
- **Salary and Benefits**
- **Nature of Work**
- **Operating Conditions**
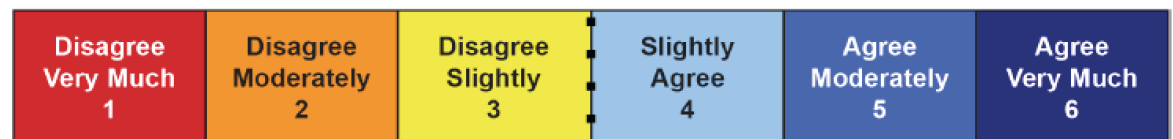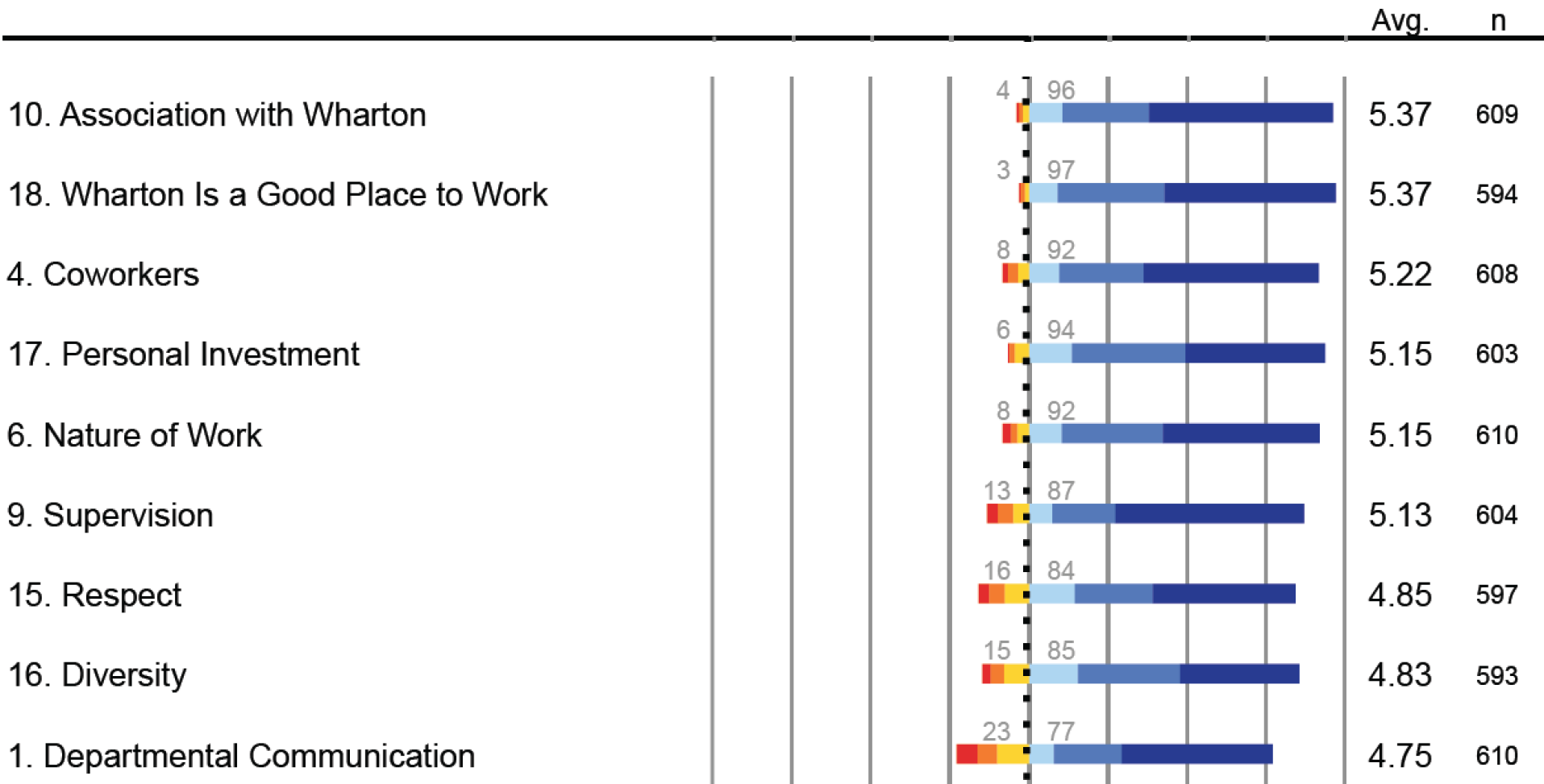- **Advancement**
- **Supervision**

Wharton-Specific Dimensions

- **Association with Wharton**
- **Professional Development**
- **Training**
- **Collaboration**
- **Organizational Support**
- **Respect**
- **Diversity**
- **Personal Investment *NEW**
- **Wharton is a good place to work**

56 agreement questions plus text questions

All Dimensions for Wharton
Sorted from Highest to Lowest by Average Rating, n=612

Dimension	Avg.	n
10. Association with Wharton	5.37	609
18. Wharton Is a Good Place to Work	5.37	594
4. Coworkers	5.22	608
17. Personal Investment	5.15	603
6. Nature of Work	5.15	610
9. Supervision	5.13	604
15. Respect	4.85	597
16. Diversity	4.83	593
1. Departmental Communication	4.75	610

Legend:
- Disagree Very Much 1
- Disagree Moderately 2
- Disagree Slightly 3
- Slightly Agree 4
- Agree Moderately 5
- Agree Very Much 6

All Dimensions for Wharton
Sorted from Highest to Lowest by Average Rating, n=612

Dimension		Avg.	n
7. Operating Conditions	22 | 78	4.74	609
14. Organizational Support	15 | 85	4.71	600
2. Organizational Communication	20 | 80	4.59	609
11. Professional Development	26 | 74	4.37	608
3. Recognition	29 | 71	4.34	598
5. Salary and Benefits	32 | 68	4.28	610
12. Training	29 | 71	4.21	602
13. Collaboration	42 | 58	3.90	607
8. Advancement	47 | 53	3.58	568

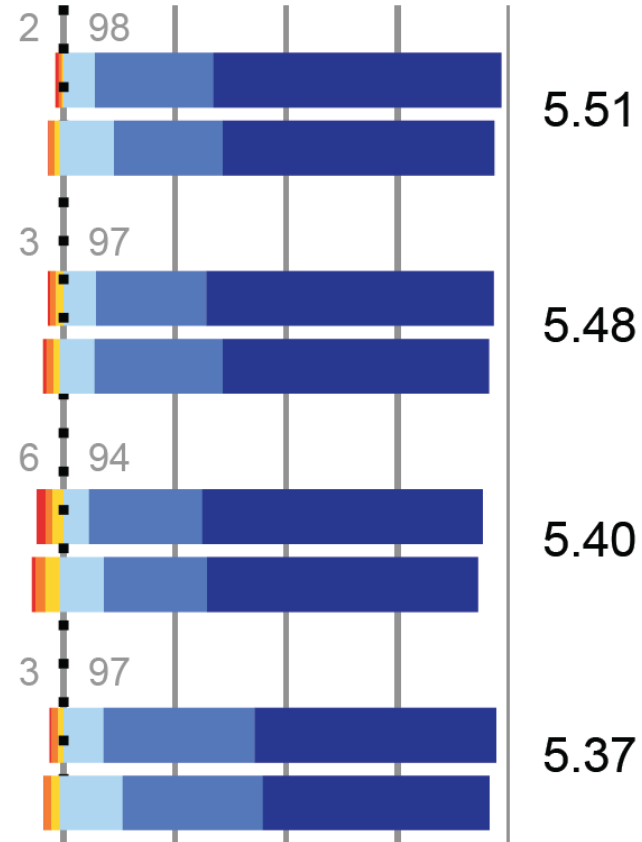| Disagree Very Much 1 | Disagree Moderately 2 | Disagree Slightly 3 | Slightly Agree 4 | Agree Moderately 5 | Agree Very Much 6 |

Sustained Strengths

10.1. I am proud to work at Wharton. 2 98 5.51

4.2. I enjoy my coworkers. 3 97 5.48

6.2. I feel a sense of pride in doing my job. 6 94 5.40

18. Wharton Is a Good Place to Work 3 97 5.37

| Disagree Very Much 1 | Disagree Moderately 2 | Disagree Slightly 3 | Slightly Agree 4 | Agree Moderately 5 | Agree Very Much 6 |

55 of 62 Measures from 2012 Improved
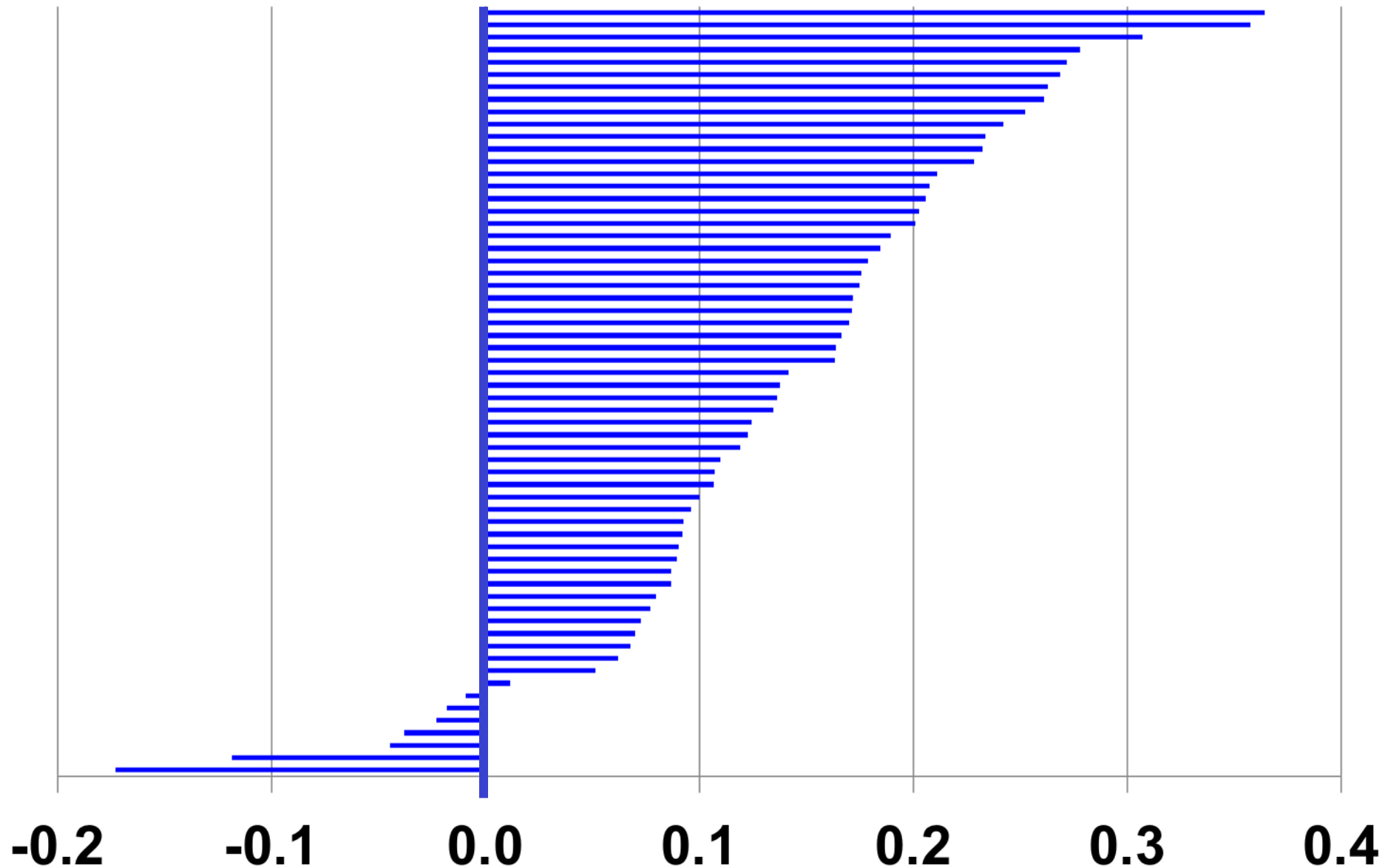
	2009	2012	2015
1. Departmental Communication			
1.1.The goals of [Department] are clear to me.	4.71	4.58	4.75
1.2. I often feel that I know what is going on within [Department].	4.41	4.42	4.38
1.3. I understand how my role helps to meet [Department]'s goals.	5.08	5.05	5.24
1.4. Work assignments are fully explained at [Department].	4.68	4.56	4.63
2. Organizational Communication			
2.1. I am familiar with Wharton's mission, priorities and objectives.	4.92	5.03	5.01
2.2. I understand how my role helps to meet Wharton's mission, priorities and objectives.	5.05	5.03	5.19
2.3. Wharton's leadership has communicated a well-defined long-term direction.	4.64	4.34	4.35
2.4. It's easy to find the information you need to do your job at Wharton.	4.28	4.20	4.34
2.5. It is not difficult to learn how to get things done at Wharton.	3.94	3.86	4.04
3. Recognition			
3.1. When I do a good job I receive the recognition for it that I should receive.	4.12	4.17	4.34
3.2. I feel that the work I do is appreciated	4.20	4.25	4.33
4. Coworkers			
4.1. I feel a part of a highly effective team.	4.75	4.88	5.06
4.2. I enjoy my coworkers.	5.27	5.41	5.48
4.3. There is a strong sense of teamwork in [Department].	4.66	4.91	5.03
4.4. My coworkers strive for excellence.	n/a	5.19	5.33
Salary and Benefits			
...isfied with the benefits I receive.	4.68	4.59	
...efits the University offers.	5.16		
...ganization when I think about what they pay...	3.55		

	2012	2015	Chng
7.3. My job supports maintaining a good work-life balance.	**4.6**	**4.9**	**0.4**
14.2. The senior management team in my department provides the necessary support and direction for me to be successful in my role.	**4.4**	**4.8**	**0.4**
12.3. It's not too difficult for people in new roles to get up to speed.	**3.4**	**3.8**	**0.3**
13.5. I feel part of the broader Penn community.	**3.6**	**3.8**	**0.3**
12.2. I have all the training I need to do my job.	**4.0**	**4.2**	**0.3**
12.4. Wharton does enough to support people stepping into a new role.	**3.9**	**4.2**	**0.3**
9.4. My immediate supervisor holds him/herself to the same accountability standards set for me.	**4.9**	**5.2**	**0.3**
11.1. My immediate supervisor talks to me about my professional development.	**4.2**	**4.5**	**0.3**
16.1. I work with colleagues who genuinely welcome differences.	**4.7**	**5.0**	**0.3**

Notable Improvements

7.3. My job supports maintaining a good work-life balance.

14 | 86

4.93

14.2. The senior management team in my department provides the necessary support and direction for me to be successful in my role.

17 | 83

4.77

13.5. I feel part of the broader Penn community.

38 | 62

3.84

9.4. My immediate supervisor holds him/herself to the same accountability standards set for me.

13 | 87

5.21

11.1. My immediate supervisor talks to me about my professional development.

23 | 77

4.49

**16.1. I work with colleagues who genuinely welcome differences.**

10 | 90

4.98

Notable Declines

	2012	2015	Chng
8.1. There is enough chance for advancement at Wharton.	3.5	3.4	-0.1
8.2. Those who do well on the job stand a fair chance of advancing.	4.0	3.8	-0.2

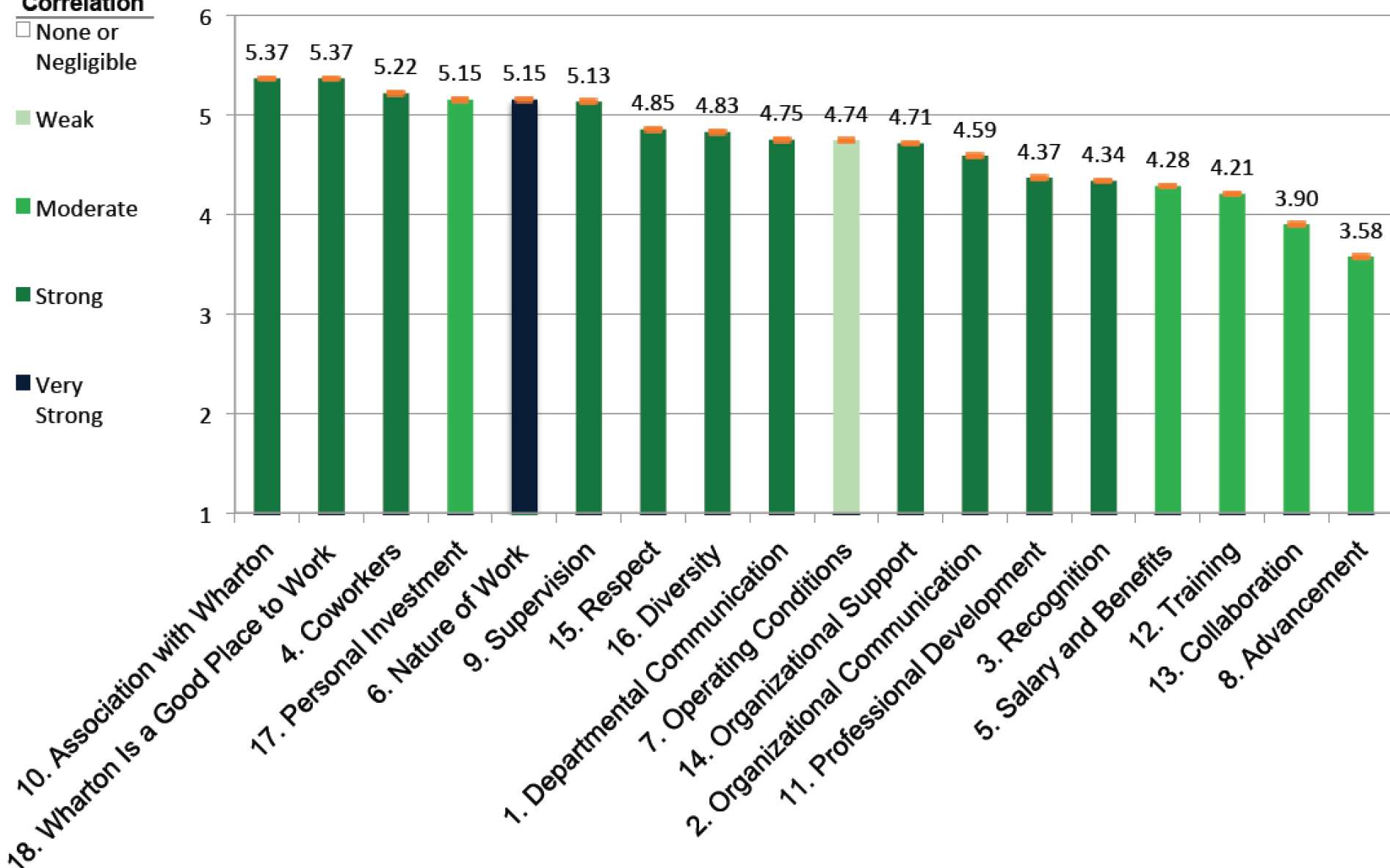8.1. There is enough chance for advancement at Wharton.

55 45

3.37

8.2. Those who do well on the job stand a fair chance of advancing.
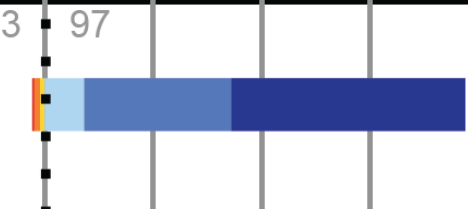
40 60

3.78
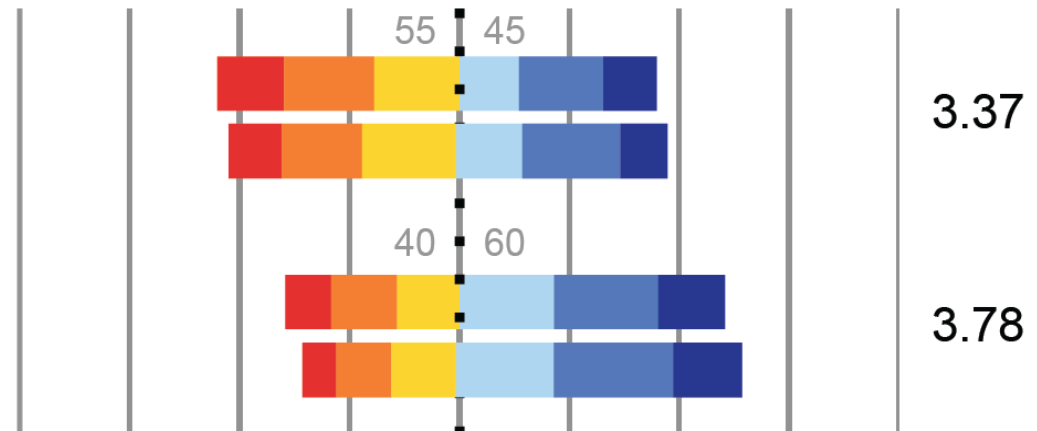
Average Ratings for All Dimensions,
Color Coded by Strength of Correlation with Behavioral Engagement, n=612

Strength of Correlation

☐ None or Negligible

☐ Weak

☐ Moderate

☐ Strong

☐ Very Strong

Dimension	Rating
10. Association with Wharton	5.37
18. Wharton Is a Good Place to Work	5.37
4. Coworkers	5.22
17. Personal Investment	5.15
6. Nature of Work	5.15
9. Supervision	5.13
15. Respect	4.85
16. Diversity	4.83
1. Departmental Communication	4.75
7. Operating Conditions	4.74
14. Organizational Support	4.71
2. Organizational Communication	4.59
11. Professional Development	4.37
3. Recognition	4.34
5. Salary and Benefits	4.28
12. Training	4.21
13. Collaboration	3.90
8. Advancement	3.58

					3	97				
18. Wharton Is a Good Place to Work									5.37	

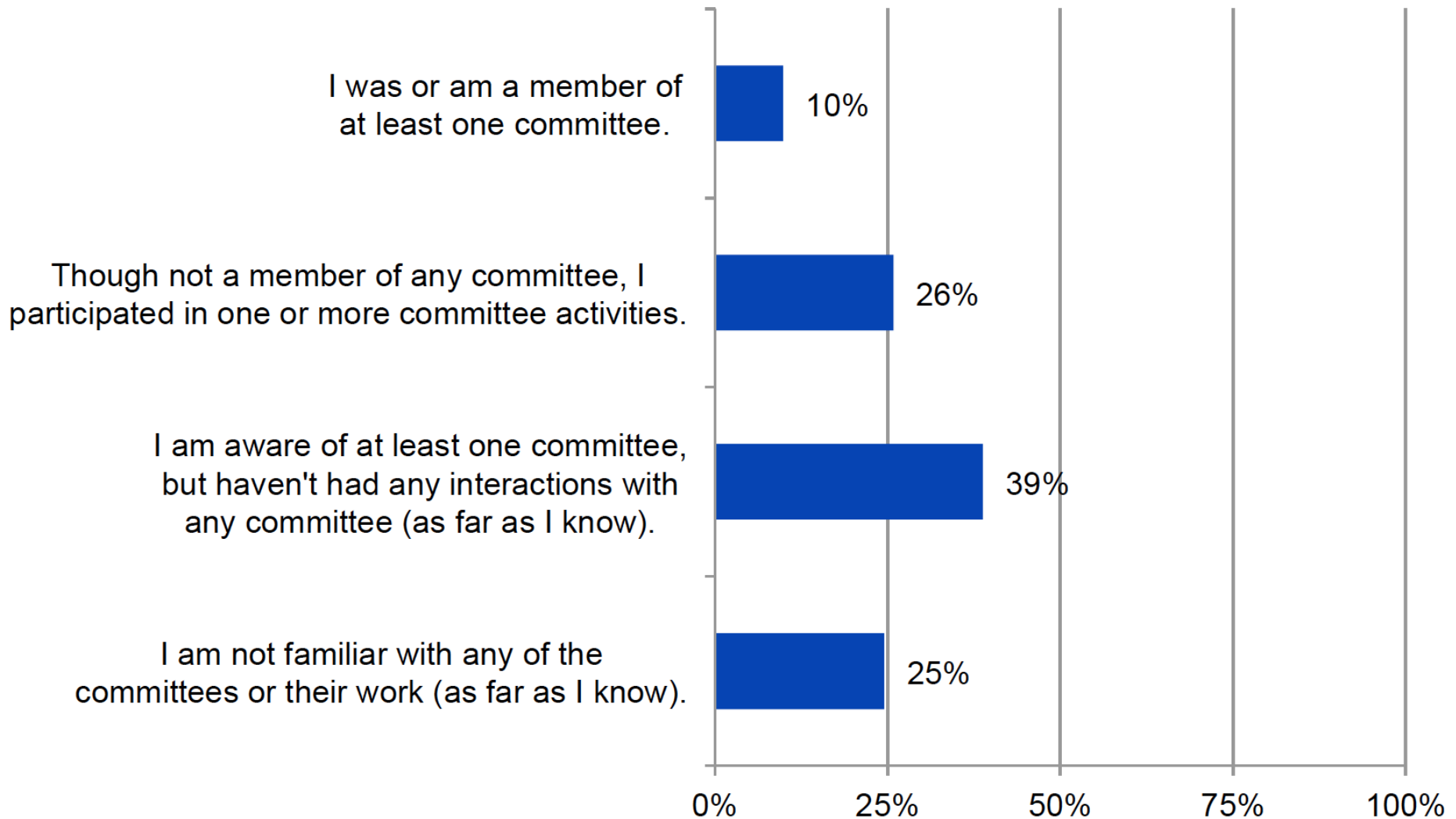**"Wharton is a great place to work and I'm lucky to be here. Work-life balance is encouraged, the work we do is meaningful, and the majority of people I work with are great. Wharton has been very good to me and I'm grateful for the opportunity to be working here. "**
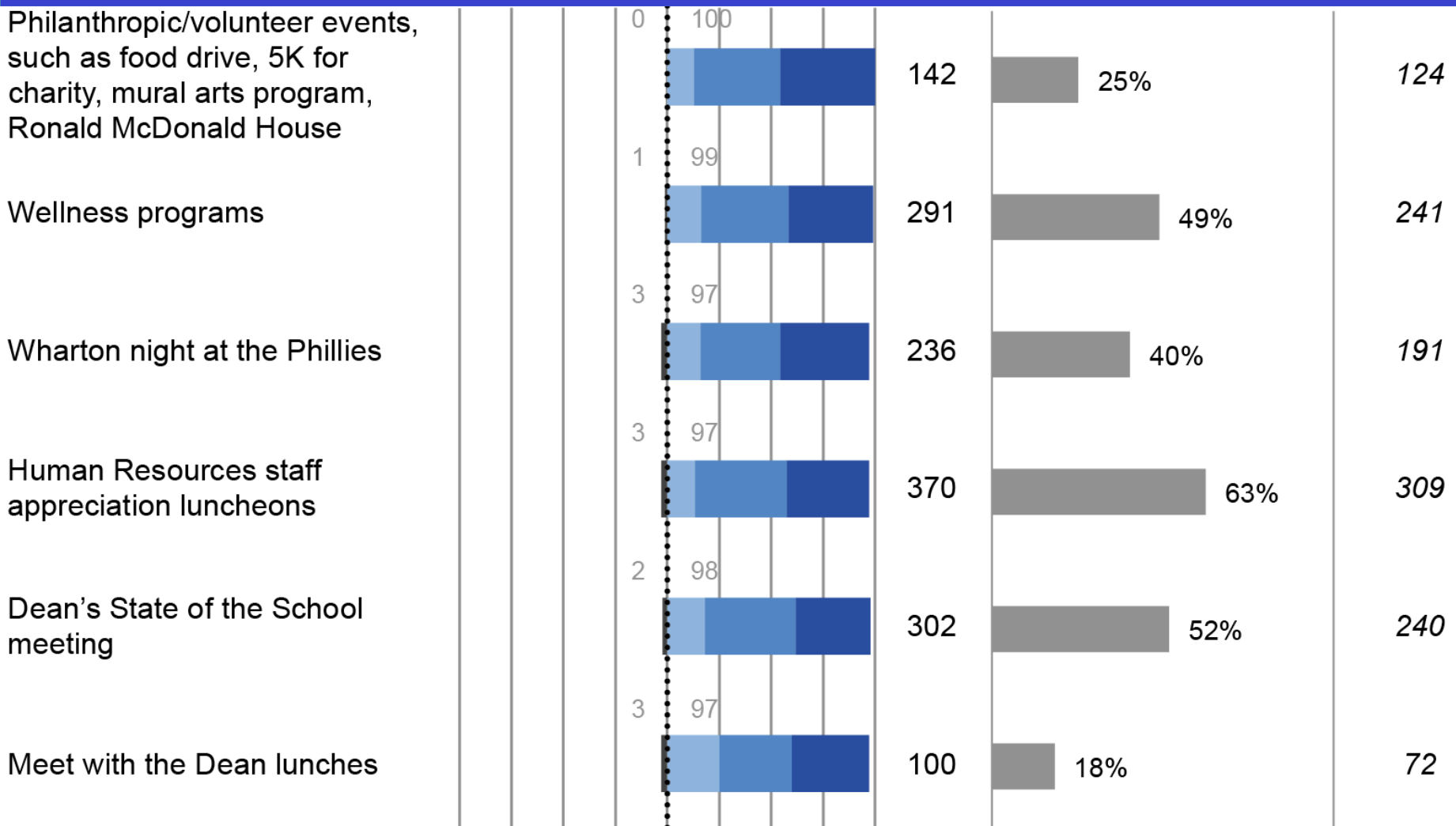
Percent of Respondents Participating in Efforts that Might Contribute to Their Sense that Wharton Is a Good Place to Work, n=608

Participated in at least one staff committee-led effort — 79%

Participated in at least one non-committee-led effort — 86%

Participated in at least one effort — 91%
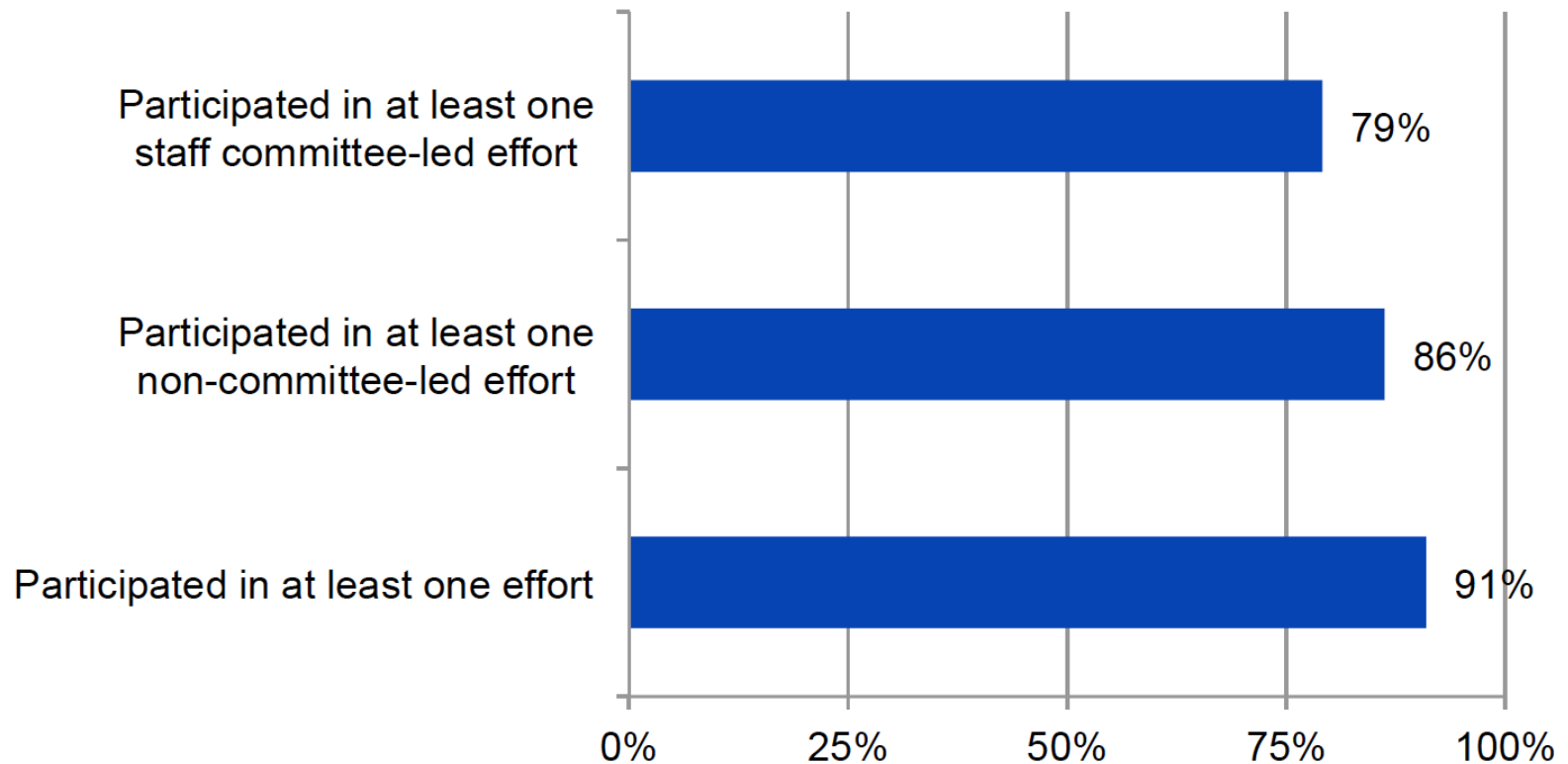
Percent of Respondents Participating at Varying Levels of Involvement with Wharton Staff Committees, n=608

Level of Involvement	Percent
I was or am a member of at least one committee.	10%
Though not a member of any committee, I participated in one or more committee activities.	26%
I am aware of at least one committee, but haven't had any interactions with any committee (as far as I know).	39%
I am not familiar with any of the committees or their work (as far as I know).	25%

Effectiveness in Contributing to Sense that Wharton Is a Good Place to Work

Philanthropic/volunteer events, such as food drive, 5K for charity, mural arts program, Ronald McDonald House	142	25%	124
Wellness programs	291	49%	241
Wharton night at the Phillies	236	40%	191
Human Resources staff appreciation luncheons	370	63%	309
Dean's State of the School meeting	302	52%	240
Meet with the Dean lunches	100	18%	72

Effectiveness Scale

Not At All Effective	Somewhat Effective	Effective	Very Effective

Effectiveness in Contributing to Sense that Wharton Is a Good Place to Work

Dean's breakfast	3 | 97	361	61%	279
Lunch with a senior faculty or administrator	7 | 93	107	19%	79
Fit Fair	4 | 96	211	36%	148
Department open house	3 | 97	246	42%	170
Staff shout-outs	9 | 91	233	39%	148

Effectiveness Scale

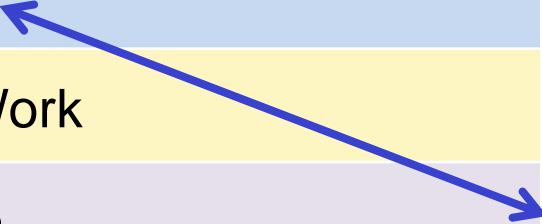| Not At All Effective	Somewhat Effective	Effective	Very Effective
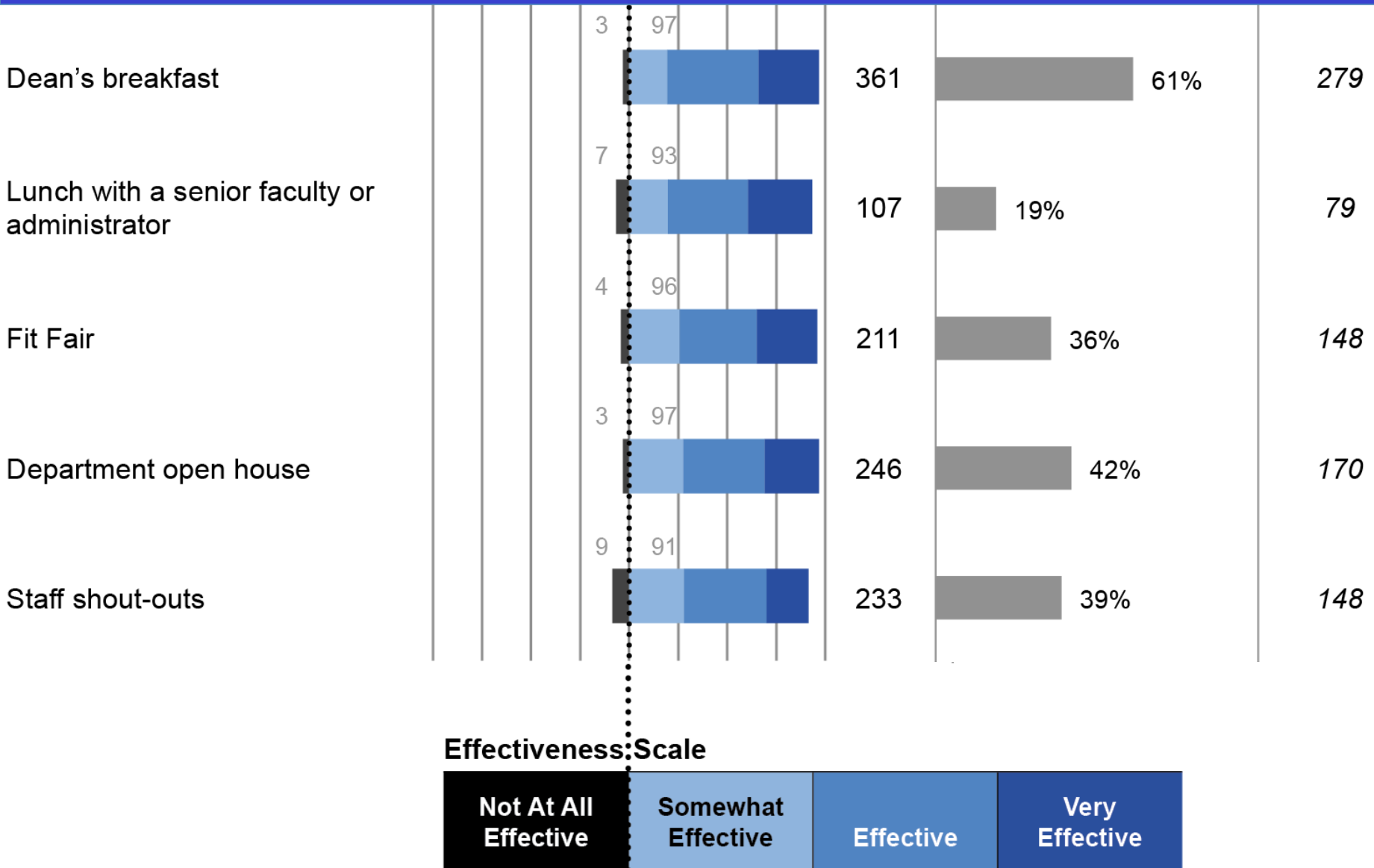
Percent of Respondents Answering Yes, No or I Don't Know to Questions About Wharton's Staff Survey Follow Up

Have you felt that the earlier staff surveys and the resulting work of the various staff sommittees have had a positive impact at Wharton?, n=600

- 40% Yes
- 8% No
- 52% I don't know

Do you feel that Wharton's leadership will continue making necessary changes based on feedback from this survey?, n=596

- 60% Yes
- 8% No
- 32% I don't know

Legend:
- ■ Yes
- ■ No
- ■ I don't know
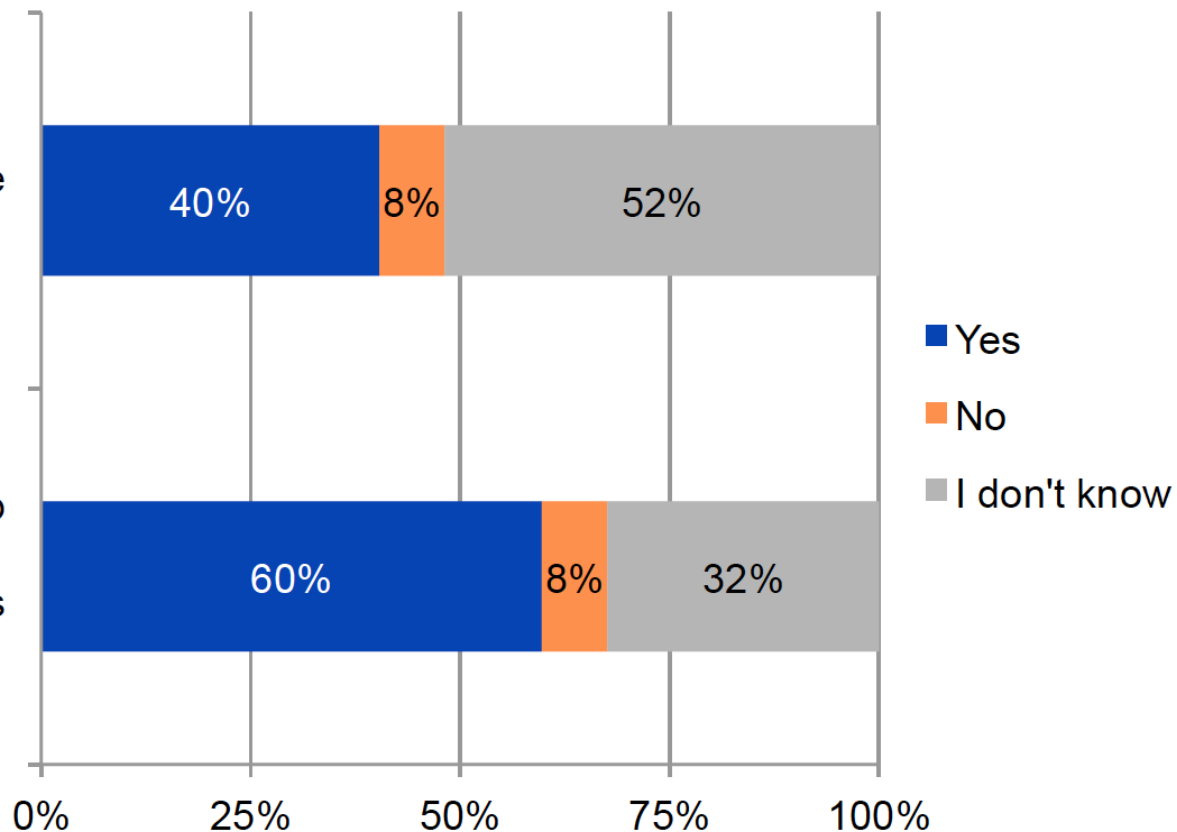
Wharton	Spector National
Coworkers	Work Itself
Nature of Work	Supervision
Supervision	Coworkers
Communication (Org. and Dept.)	Communication
Recognition and Rewards	Contingent Rewards
Operating Conditions	Conditions
Salary	Salary
Advancement	Promotion

Top Improvement Opportunities

Play to strengths:

- **Inspired by association with Wharton**
- **Tight knit local communities**
- **Work that matters**
- **Managers who care**

Address the concerns:

- **Silos**
- **Opportunities for personal development**
- **Rewarding extraordinary efforts**
- **Recognizing sustained excellence**