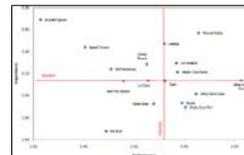
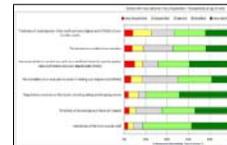


Welcome to: Fresno State, 2008 Employee Climate Survey

Moderator: Ken DeVane
QI Project Manager
kdevane@calstate.edu
562.951.4556

Date: Friday, August 28, 2009

Time: 1 – 3 pm

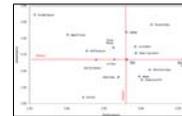


Topics

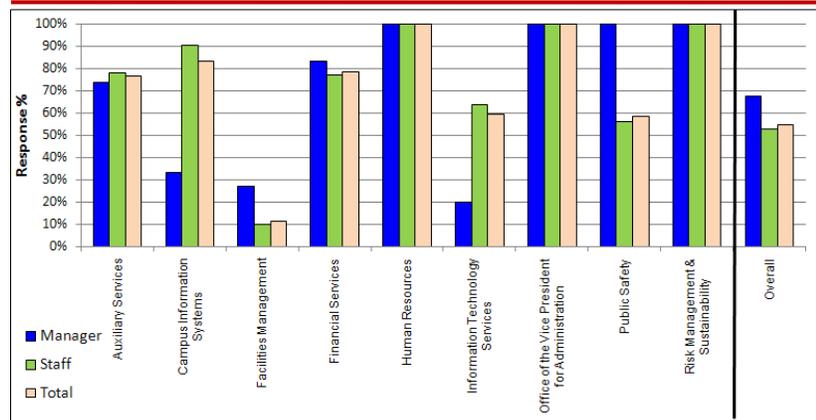
- Working With The Survey
 - Interpret the survey report
 - Identify priorities
- Questions

Key Report Sections

- Background questions
- Response charts – Adverse to positive
- Performance vs. Importance
- Comments



Response by Department



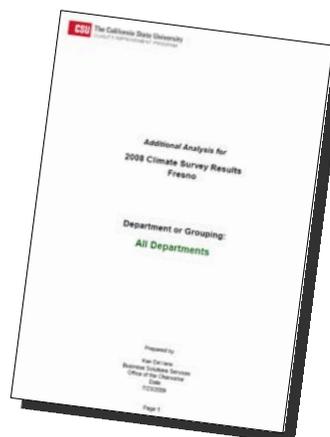
- 7 of the 18 subgroups had 100% response
- 5 other subgroups have over 70% response

Response by Department & Subgroup

Department	Managers			Staff			Total		
	Population	Response		Population	Response		Population	Response	
Auxiliary Services	19	14	74%	50	39	78%	69	53	77%
Campus Information Systems	3	1	33%	21	19	90%	24	20	83%
Facilities Management	11	3	27%	121	12	10%	132	15	11%
Financial Services	12	10	83%	53	41	77%	65	51	78%
Human Resources	5	5	100%	13	13	100%	18	18	100%
Information Technology Services	5	1	20%	47	30	64%	52	31	60%
Office of the Vice President for Administration	3	3	100%	5	5	100%	8	8	100%
Public Safety	3	3	100%	50	28	56%	53	31	58%
Risk Management & Sustainability	4	4	100%	6	6	100%	10	10	100%
Total	65	44	68%	366	193	53%	431	237	55%

Reviewing the Reports

- Review “All Departments Combined” report
 - Understand format, tables & charts
- Outline method to identify opportunities to improve and select priorities
- On your own – review your department’s data and decide if you want to ID opportunities and priorities



Identifying Opportunities & Priorities

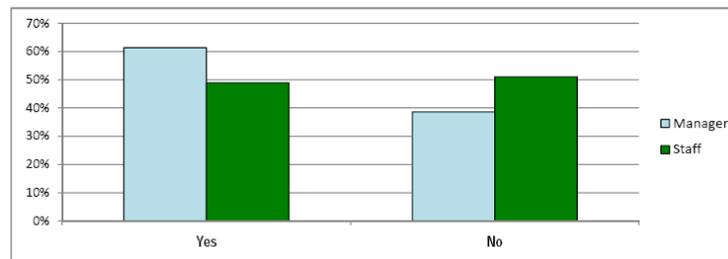
- Questions with high percentage of adverse responses
- Questions with high relative importance
 - Relation to key concepts, strategic goals, critical questions or issues you face
- Areas where you can make a difference
 - Are these things you can change? Causes or effects?
 - Compare effort required to anticipated impact

Key to factor in your knowledge of the department

Report: Basic Tables

Included in each functional area report

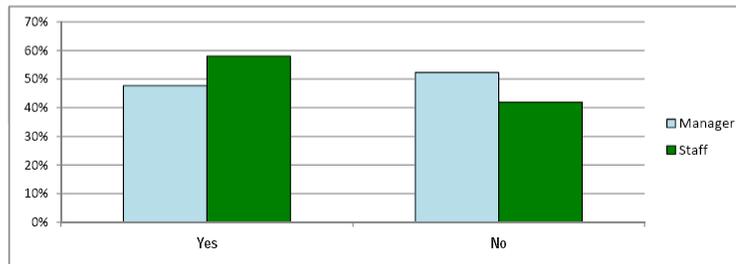
46_ Have you participated in any of our Wellness at Work programs?	Manager		Staff		Total	
	Count	Percent	Count	Percent	Count	Percent
Yes	27	61.4%	94	49.0%	121	51.3%
No	17	38.6%	98	51.0%	115	48.7%
Grand Total	44	100.0%	192	100.0%	236	100.0%



Report: Basic Tables

Included in each functional area report

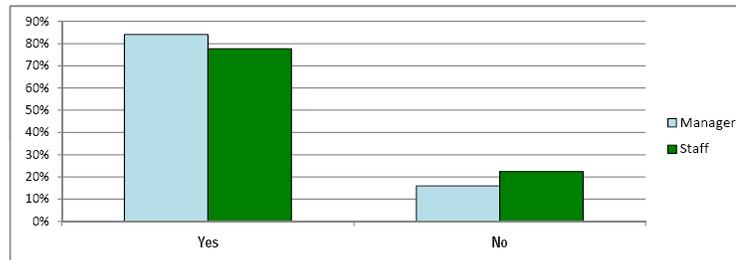
47_As expanded programs become available, are you interested in participating in alternative transportation (bus, carpool, biking) programs?	Manager		Staff		Total	
	Count	Percent	Count	Percent	Total	Percent
Yes	21	47.7%	112	58.0%	133	56.1%
No	23	52.3%	81	42.0%	104	43.9%
Grand Total	44	100.0%	193	100.0%	237	100.0%



Report: Basic Tables

Included in each functional area report

48_I would be interested in working four 10-hour workdays during the summer	Manager		Staff		Total	
	Count	Percent	Count	Percent	Total	Percent
Yes	37	84.1%	150	77.7%	187	78.9%
No	7	15.9%	43	22.3%	50	21.1%
Grand Total	44	100.0%	193	100.0%	237	100.0%



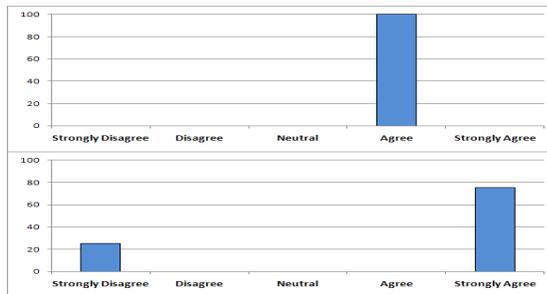
Average Scores versus Counts by Category?

Example questions

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel like my ideas and opinions are listened to by my supervisor	<input type="radio"/>				
I receive recognition for my good work	<input type="radio"/>				
Disagreements among employees are handled effectively	<input type="radio"/>				
I trust the employees in my work group	<input type="radio"/>				
Weighting	1	2	3	4	5

Average Scores versus Counts by Category?

Department	Responses	Average Score
A	100 responses of "Agree"	4.00
B	75 "Strongly Agree" and 25 "Strongly Disagree"	4.00



$$\frac{100 \times 4.0}{100} = 4.00$$

$$\frac{(25 \times 1) + (75 \times 5)}{100} = 4.00$$

Analogy from Satisfaction Surveys

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
How satisfied are you with...?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Think of a situation where you were Very Dissatisfied.

What sorts of things happened?

What would it have taken to move you up to Neutral or above?

Analogy from Satisfaction Surveys

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
How satisfied are you with...?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>



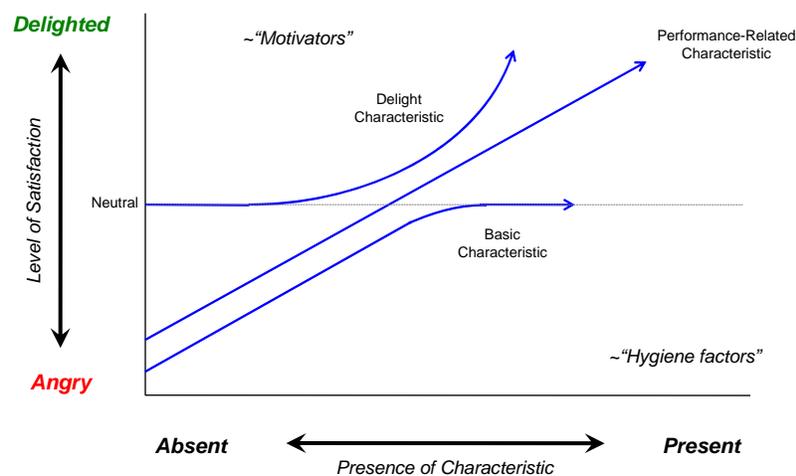
Think of a situation where you were Very Satisfied.

What made you Very Satisfied as opposed to Satisfied?

Analogy from Satisfaction Surveys

- Average scores don't tell us enough.
- Different strategies are often required to eliminate dissatisfaction versus to increase satisfaction.
 - Very Dissatisfied or Dissatisfied responses are usually created by mistakes, delays, rudeness, or other situations that are unpleasant and considered problems.
 - High % Very Dissatisfied or Dissatisfied indicate systems and processes that are poorly designed, overly complex or unclear, inadequate, inefficient, or otherwise chronically problematic.
- Eliminating problems can prevent dissatisfaction, but does not guarantee satisfaction.

Kano Model: *Dissatisfiers vs. Satisfiers*



Climate Survey

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel like my ideas and opinions are listened to by my supervisor.	<input type="radio"/>				
I receive recognition for my good work.	<input type="radio"/>				
Disagreements among employees are handled effectively.	<input type="radio"/>				
I trust the employees in my work group.	<input type="radio"/>				
Weighting value	1	2	3	4	5

It is important to know the distribution of responses.

Different aspects of Climate – Motivating versus Hygiene factors

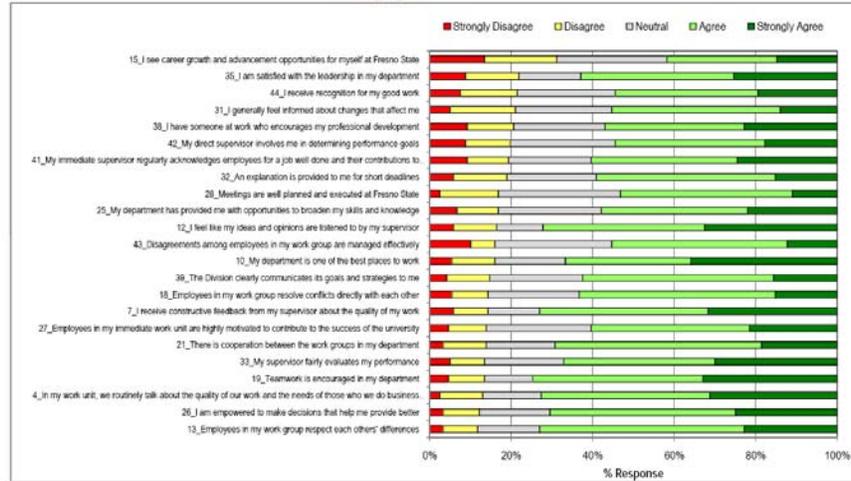
Different actions may be required to move from Disagree to Neutral versus to move from Neutral or Agree to Strongly Agree

Improvement

- What would it take to ensure there is no dissatisfaction or no “Disagree” responses?
- What would it take to achieve high levels of satisfaction or agreement?

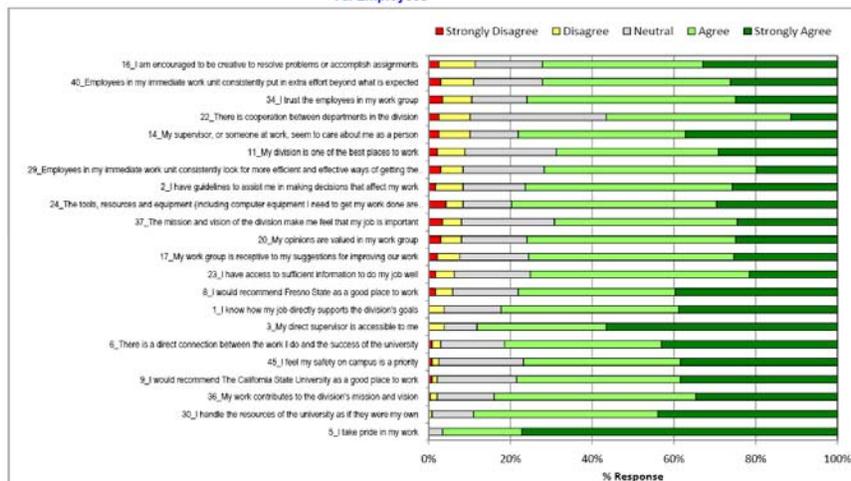
Example: All Employees, All Depts, Chart 1

Chart # 1: Responses Sorted with Most Adverse at Top of Chart
All Employees



Example: All Employees, All Depts, Chart 2

Chart # 2: Continued Responses Sorted with Most Adverse at Top of Chart
All Employees



Performance & Importance

All Departments

Comparison of Performance and Importance (Correlation)

Staff

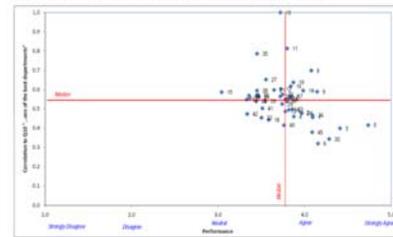
Question	Label/Number	Used for Scatter Chart		Comparisons for all staff	
		Average	Importance	Performance	Importance
1. I am proud to tell others I work for this department.	1	4.000	0.450	0.500	0.500
2. This department is one of the best places to work.	2	3.750	0.450	0.500	0.500
3. My department is one of the best places to work.	3	4.400	0.350	0.450	0.450
4. I am proud to tell others I work for this department.	4	3.850	0.400	0.450	0.450
5. I am proud to tell others I work for this department.	5	4.150	0.410	0.450	0.450
6. There is a direct correlation between the work I do and the success of the university.	6	4.150	0.320	0.300	0.300
7. I receive constructive feedback from my supervisor about the quality of my work.	7	3.850	0.562	0.587	0.587
8. I receive constructive feedback from my supervisor about the quality of my work.	8	3.950	0.562	0.587	0.587
9. I am proud to tell others I work for this department.	9	4.150	0.500	0.500	0.500
10. I am proud to tell others I work for this department.	10	3.750	0.450	0.450	0.450
11. I am proud to tell others I work for this department.	11	3.750	0.410	0.450	0.450
12. I am proud to tell others I work for this department.	12	3.750	0.450	0.450	0.450
13. I am proud to tell others I work for this department.	13	3.750	0.450	0.450	0.450
14. I am proud to tell others I work for this department.	14	3.850	0.450	0.450	0.450
15. I am proud to tell others I work for this department.	15	3.041	0.587	0.600	0.600
16. I am proud to tell others I work for this department.	16	3.850	0.617	0.628	0.628
17. I am proud to tell others I work for this department.	17	3.550	0.562	0.587	0.587
18. I am proud to tell others I work for this department.	18	3.550	0.562	0.587	0.587
19. I am proud to tell others I work for this department.	19	3.750	0.517	0.510	0.510
20. I am proud to tell others I work for this department.	20	3.110	0.517	0.510	0.510
21. I am proud to tell others I work for this department.	21	3.440	0.580	0.600	0.600
22. I am proud to tell others I work for this department.	22	3.750	0.450	0.450	0.450
23. I am proud to tell others I work for this department.	23	3.850	0.450	0.450	0.450
24. I am proud to tell others I work for this department.	24	3.850	0.450	0.450	0.450
25. I am proud to tell others I work for this department.	25	3.850	0.450	0.450	0.450

All Departments

Comparison of Performance and Importance (Correlation)

Staff

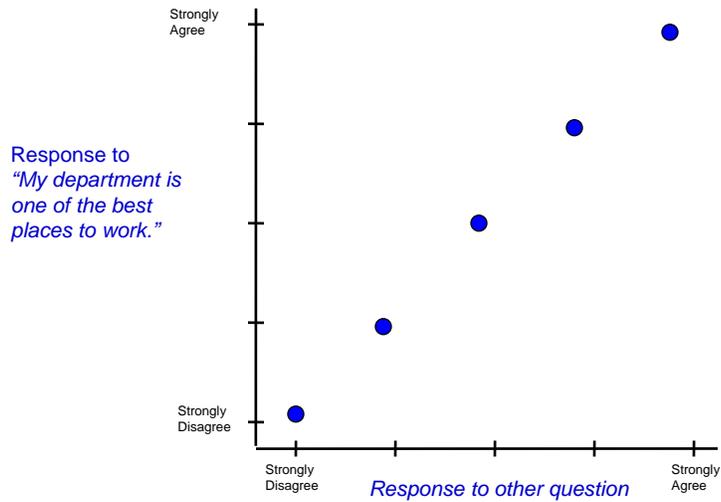
Question	Label/Number	Used for Scatter Chart		Comparisons for all staff	
		Average	Importance	Performance	Importance
1. I am proud to tell others I work for this department.	1	4.000	0.450	0.500	0.500
2. This department is one of the best places to work.	2	3.750	0.450	0.500	0.500
3. My department is one of the best places to work.	3	4.400	0.350	0.450	0.450
4. I am proud to tell others I work for this department.	4	3.850	0.400	0.450	0.450
5. I am proud to tell others I work for this department.	5	4.150	0.410	0.450	0.450
6. There is a direct correlation between the work I do and the success of the university.	6	4.150	0.320	0.300	0.300
7. I receive constructive feedback from my supervisor about the quality of my work.	7	3.850	0.562	0.587	0.587
8. I receive constructive feedback from my supervisor about the quality of my work.	8	3.950	0.562	0.587	0.587
9. I am proud to tell others I work for this department.	9	4.150	0.500	0.500	0.500
10. I am proud to tell others I work for this department.	10	3.750	0.450	0.450	0.450
11. I am proud to tell others I work for this department.	11	3.750	0.410	0.450	0.450
12. I am proud to tell others I work for this department.	12	3.750	0.450	0.450	0.450
13. I am proud to tell others I work for this department.	13	3.750	0.450	0.450	0.450
14. I am proud to tell others I work for this department.	14	3.850	0.450	0.450	0.450
15. I am proud to tell others I work for this department.	15	3.041	0.587	0.600	0.600
16. I am proud to tell others I work for this department.	16	3.850	0.617	0.628	0.628
17. I am proud to tell others I work for this department.	17	3.550	0.562	0.587	0.587
18. I am proud to tell others I work for this department.	18	3.550	0.562	0.587	0.587
19. I am proud to tell others I work for this department.	19	3.750	0.517	0.510	0.510
20. I am proud to tell others I work for this department.	20	3.110	0.517	0.510	0.510
21. I am proud to tell others I work for this department.	21	3.440	0.580	0.600	0.600
22. I am proud to tell others I work for this department.	22	3.750	0.450	0.450	0.450
23. I am proud to tell others I work for this department.	23	3.850	0.450	0.450	0.450
24. I am proud to tell others I work for this department.	24	3.850	0.450	0.450	0.450
25. I am proud to tell others I work for this department.	25	3.850	0.450	0.450	0.450



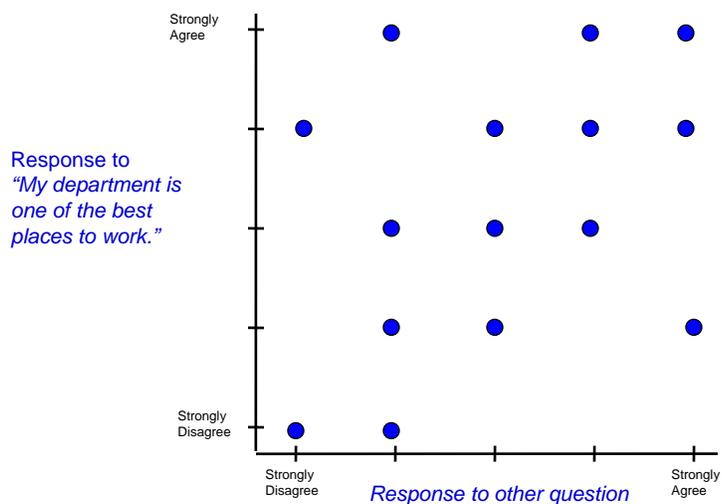
Correlation

- Key statements
 - “My department is one of the best places to work.”
 - “I am satisfied with the leadership in my department.”
- How strongly do responses to other statements relate to the response for these two statements?

Example of Strong Correlation



Example of Weak Correlation



Comparison of Performance & “Derived Importance” – Staff Only, All Departments

All Departments

Comparison of Performance and Importance (Correlation) **Staff**

Question	Label Number	Used for Scatter Chart Correlations for all staff			For Comparison Only Correlations for this dept.	
		This Dept Performance	All Staff Correlation	All Staff Correlation	This Dept Correlation	This Dept Correlation
		Average	% best places to work	% satisfied w/ leadership	% best places to work	% satisfied w/ leadership
1. I know how my job directly supports the division's goals	1	4.093	0.456	0.469	0.456	0.469
2. I have guidelines to assist me in making decisions that affect my work	2	3.959	0.481	0.500	0.481	0.500
3. My direct supervisor is accessible to me	3	4.409	0.399	0.470	0.399	0.470
4. In my work unit, we routinely talk about the quality of our work and the needs of those who use its business with	4	3.876	0.460	0.497	0.460	0.497
5. I take pride in my work	5	4.736	0.416	0.346	0.416	0.346
6. There is a direct connection between the work I do and the success of the university	6	4.155	0.320	0.308	0.320	0.308
7. I receive constructive feedback from my supervisor about the quality of my work	7	3.839	0.562	0.597	0.562	0.597
8. I would recommend Fresno State as a good place to work	8	4.078	0.699	0.645	0.699	0.645
9. I would recommend The California State University as a good place to work	9	4.145	0.589	0.506	0.589	0.506
10. My department is one of the best places to work	10	3.720	1.000	0.786	1.000	0.786
11. My division is one of the best places to work	11	3.798	0.813	0.662	0.813	0.662
12. I feel like my ideas and opinions are listened to by my supervisor	12	3.725	0.603	0.635	0.603	0.635
13. Employees in my work group respect each others' differences	13	3.777	0.486	0.445	0.486	0.445
14. My supervisor, or someone at work, seems to care about me as a person	14	3.964	0.595	0.542	0.595	0.542
15. I see career growth and advancement opportunities for myself at Fresno State	15	3.041	0.587	0.605	0.587	0.605
16. I am encouraged to be creative to resolve problems or accomplish assignments	16	3.839	0.617	0.628	0.617	0.628
17. My work group is receptive to my suggestions for improving our work	17	3.655	0.564	0.535	0.564	0.535
18. Employees in my work group resolve conflicts directly with each other	18	3.585	0.443	0.380	0.443	0.380
19. Teamwork is encouraged in my department	19	3.870	0.637	0.670	0.637	0.670
20. My opinions are valued in my work group	20	3.819	0.552	0.508	0.552	0.508
21. There is cooperation between the work groups in my department	21	3.648	0.598	0.606	0.598	0.606
22. There is cooperation between departments in the division	22	3.503	0.454	0.551	0.454	0.551
23. I have access to sufficient information to do my job well	23	3.860	0.498	0.537	0.498	0.537

Comparison of Performance & “Derived Importance” – Staff Only, All Departments

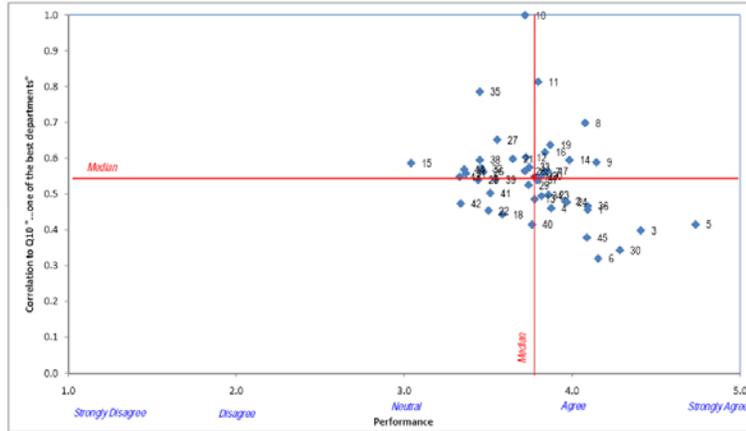
Question	Label Number	Performance Average	Correlation for All Staff		Correlation for this Dept	
			Q10_ best places	Q35_ sat w/ leadership	Q10_ best places	Q35_ sat w/ leadership
24. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available	24	3.969	0.478	0.488	0.478	0.488
25. My department has provided me with opportunities to broaden my skills and knowledge	25	3.472	0.563	0.652	0.563	0.652
26. I am empowered to make decisions that help me provide better	26	3.720	0.565	0.615	0.565	0.615
27. Employees in my immediate work unit are highly motivated to contribute to the success of the university	27	3.554	0.652	0.599	0.652	0.599
28. Meetings are well planned and executed at Fresno State	28	3.440	0.539	0.551	0.539	0.551
29. Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done	29	3.741	0.526	0.444	0.526	0.444
30. I handle the resources of the university as if they were my own	30	4.285	0.344	0.295	0.344	0.295
31. I generally feel informed about changes that affect me	31	3.368	0.568	0.662	0.568	0.662
32. An explanation is provided to me for short deadlines	32	3.461	0.572	0.655	0.572	0.655
33. My supervisor fairly evaluates my performance	33	3.746	0.575	0.616	0.575	0.616
34. I treat the employees in my work group	34	3.819	0.495	0.521	0.495	0.521
35. I am satisfied with the leadership in my department	35	3.451	0.786	1.000	0.786	1.000
36. My work contributes to the division's mission and vision	36	4.093	0.467	0.449	0.467	0.449
37. The mission and vision of the division make me feel that my job is important	37	3.793	0.539	0.544	0.539	0.544
38. I have someone at work who encourages my professional development	38	3.451	0.595	0.572	0.595	0.572
39. The Division clearly communicates its goals and strategies to me	39	3.544	0.541	0.615	0.541	0.615
40. Employees in my immediate work unit consistently put in extra effort beyond what is expected	40	3.762	0.415	0.338	0.415	0.338
41. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department	41	3.513	0.503	0.607	0.503	0.607
42. My direct supervisor involves me in determining performance goals	42	3.337	0.473	0.572	0.473	0.572
43. Disagreements among employees in my work group are managed effectively	43	3.332	0.549	0.600	0.549	0.600
44. I receive recognition for my good work	44	3.358	0.569	0.675	0.569	0.675
45. I feel my safety on campus is a priority	45	4.068	0.379	0.349	0.379	0.349
Median	M	3.777	0.548	0.561		

Performance – Importance, Chart 1

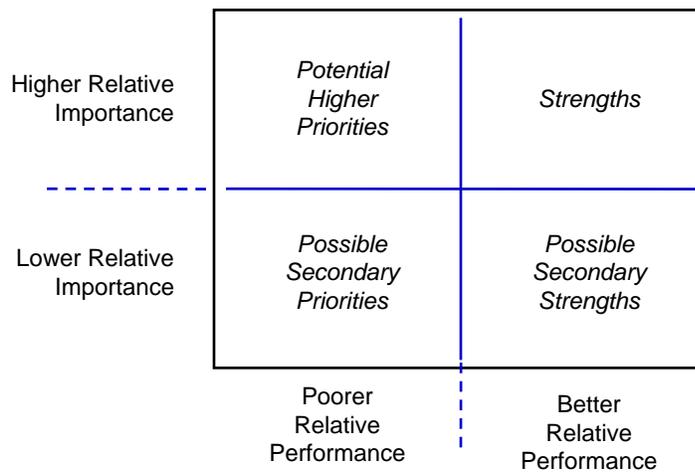
(Full scale. Question 10: "My department is one of the best places to work.")

All Departments

Comparison of Performance and Importance (Correlation) Staff Full Scale Shown (-0.1 to 1, 1 to 5)
 Using correlation to all staff members/all depts response to Question 10, "My department is one of the best places to work."



Performance - Importance

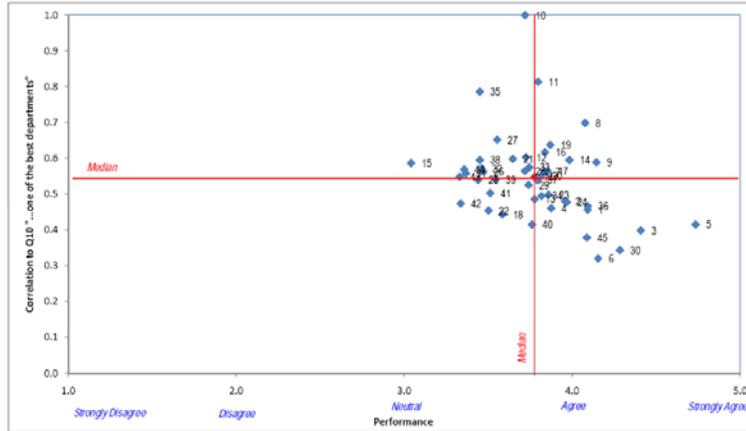


Performance – Importance, Chart 1

(Full scale. Question 10: "My department is one of the best places to work.")

All Departments

Comparison of Performance and Importance (Correlation) Staff Full Scale Shown (-0.1 to 1, 1 to 5)
 Using correlation to all staff members/all depts response to Question 10, "My department is one of the best places to work."

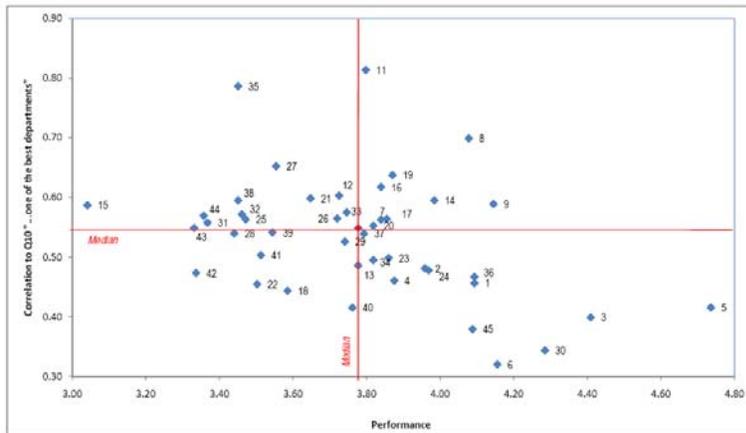


Performance – Importance, Chart 2

(Magnified scale. Question 10: "My department is one of the best places to work.")

All Departments

Comparison of Performance and Importance (Correlation) Staff Magnified scale
 Using correlation to all staff members/all depts response to Question 10, "My department is one of the best places to work."



Examining Questions

- Actionable – Can the supervisor take specific action or not?
 - Is it specific?
 - Something one can learn and adopt?
- Cause or Result - Is it something one can influence or is it the result of many other items?
 - Behavior or a more general attitude/opinion
 - Does it create the work environment or does it result from that environment?

Examine Chart: *Example of actionable questions: Staff* (Q#_Topic_% adverse) Correlation to *“My department is one of the best...”*



Performance – Importance, Chart 1

(Full scale. Question 35: "I am satisfied with the leadership in my department.")

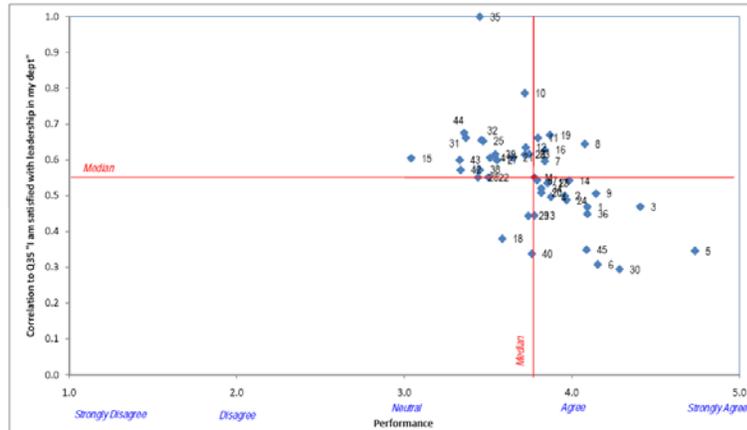
All Departments

Comparison of Performance and Importance (Correlation)

Staff

Full Scale Shown (-0.1 to 1, 1 to 5)

Using correlation to all staff members/all depts response for Question 35, "I am satisfied with the leadership in my department."



Performance - Importance Chart 2

(Magnified scale. Question 35: "I am satisfied with the leadership in my department.")

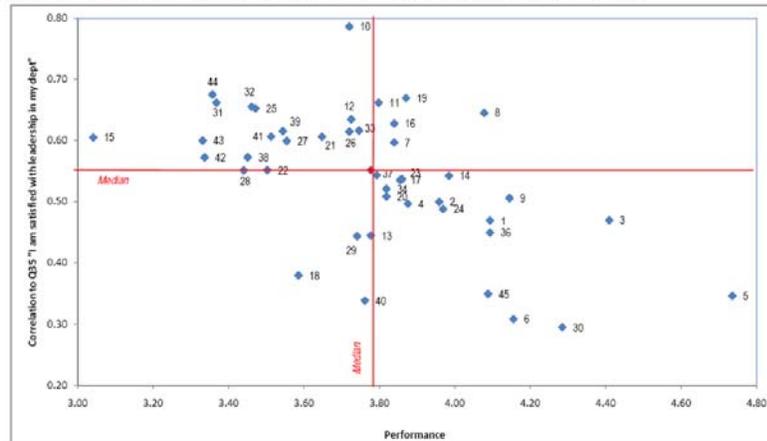
All Departments

Comparison of Performance and Importance (Correlation)

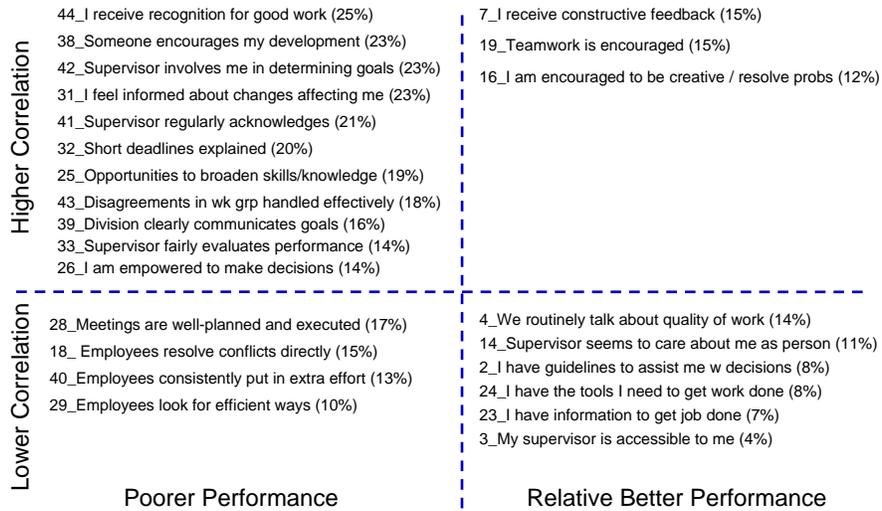
Staff

Magnified scale

Using correlation to all staff members/all depts response for Question 35, "I am satisfied with the leadership in my department."



Examine Chart: Example of actionable questions: Staff
(Q#_Topic_% adverse) Correlation to "I am satisfied with the leadership..."



Questions