



## 2021 FAS EMPLOYEE ENGAGEMENT SURVEY REPORT GUIDE

The survey is designed to assess employees’ satisfaction with their work environment. Each report consists of 56 items measured on a 5-point scale ranging from 1 (Not at all Satisfied) to 5 (Extremely Satisfied). It begins with the following item:

*Overall, I am a satisfied FAS employee.*

The remaining satisfaction questions fall under the following six Dimensions:

- (1) Satisfaction with Finance & Administrative Services, (2) Department - Mission & Goals, (3) Department Effectiveness, (4) Department - Diversity & Climate, (5) Supervisor Effectiveness, and (6) Employee Effectiveness

The goal of the survey is to identify key Strengths (areas where FAS is doing well) and Opportunities (areas where issues can be addressed). A given item or survey Dimension is assigned a place on the map of Strengths and Opportunities based on two factors: (1) How strongly people agreed or disagreed with that item or combination of items (Dimension) and (2) How strongly that item or Dimension was related to Overall Satisfaction.

The survey also includes a single item, “How likely is it that you would recommend working in the Finance & Administrative Services (FAS) Division?” measured on a scale of 0 (Not at all Likely) to 10 (Extremely Likely.) Data collected from this question is used to calculate the Employee Net Promoter Score (eNPS), which is used to determine growth potential. The survey also asks employees to provide comments regarding their workplace and what can be done for improvement.

Two types of reports are available: Scatterplot and Basic. A scatterplot report is generated if a department’s total number of respondents is over 24, which is a reasonable number of cases for conducting statistical analyses. Basic reports, which contain only descriptive statistics, will be generated if the number of respondents is greater than 4 but fewer than 25. No reports will be generated if the number of respondents is under 5. The following table describes the type of statistics and contents that are included in the scatterplot or basic reports.

	<b>Scatterplot</b>	<b>Basic</b>
Number of respondents	25 and above	5 to 24
Page 1		
Response Summary	✓	✓
Overall Satisfaction Breakdown	✓	✓
Top 5 Strengths & Opportunities, derived from:	Scatterplot	Ranked Means
Satisfaction Question Means/Trend by Dimension	✓	✓
Employee Net Promoter Score	✓	✓
Background	✓	✓
Page 2 - Mean trends and scores compared with those of FAS	✓	✓
Page 3 - Scatterplot	✓	
Page 4 - Survey questions	✓	✓
Page 5 - Satisfaction mean score benchmark with other universities	✓	✓

## HOW TO READ THIS REPORT

Report Section	Location	Description
Department name and group code	Page 1, top	Group codes are used to create department reports as identified in the survey hierarchy structure. Group codes enable tracking of reports as well as roll-up of departments to their parent department in the hierarchy.
Highlights	Page 1, top left	Contains an overview of survey responses, including: <ul style="list-style-type: none"> <li>• Total number of respondents.</li> <li>• Items representing Strengths.</li> <li>• Items representing Opportunities.</li> <li>• Strengths – In Scatterplots, strengths are ranked by correlation coefficient x mean score, if this question falls into the Influential Strengths category. In Basic, strengths are defined by the highest-ranked mean scores.</li> <li>• Opportunities – In Scatterplots, they ranked by Correlation Coefficient/Mean Score, if this question falls into the Primary Opportunities category. In Basic: opportunities are defined the by the Lowest ranked mean scores.</li> </ul>
Overall Satisfaction item breakdown	Page 1, top right	Shows mean, standard deviation, and the number and percentage of responses in each response category for the Overall Satisfaction question.
Dimension Mean Scores	Page 1, Center	Table shows mean scores for each of the six dimensions.
Employee Net Promoter Score	Page 1, Lower Center	See description on page 3 of this guide.
Survey Background	Page 1, bottom	Details of survey history, distribution dates, number of respondents, and response rates.
Survey Question Mean Scores	Page 2	Shows mean scores by item compared to those of the overall FAS mean scores, which are color-coded according to the scale in the upper left corner of the page.
Strengths & Opportunities Scatterplot by Dimension	Page 3, top	Available only in scatterplot reports. Shows where each survey Dimension falls on the map of Strengths versus Opportunities, based on each Dimension mean's correlation with overall satisfaction. See page 4 of this guide for a full description.
List of Strengths and Opportunities by Question	Page 3, bottom	Available only in scatterplot reports. Shows where each survey item falls on the map of Strengths versus Opportunities, based on each item's mean correlation with overall satisfaction. See page 4 of this guide for a full description.
Table of Strengths & Opportunities Scores	Page 3, right	Available only in scatterplot reports. Exhibits data from Strength/Opportunity Scatterplot by Survey Question in table form, showing item means by Dimension, correlation with Overall Satisfaction, and which category of Strength/Opportunity each Dimension and individual item falls into.
Question List	Page 4 (3 for Basic)	List of survey questions.
Benchmark with Other Universities	Page 5 to 10 (4 to 9 for Basic reports)	Benchmark of satisfaction mean score (by dimension) with those of the cohort universities.

## EMPLOYEE NET PROMOTER SCORE

In addition to Overall Satisfaction, the survey also includes another key item, "How likely is it that you would recommend working in the Finance & Administrative Services (FAS) Division?" answered on a scale from 0 to 10. In combination with the Overall Satisfaction item, responses are used to create an Employee Net Promoter Score (eNPS). The score is calculated by cross-tabulating the number of respondents answering at each level of the Overall Satisfaction item (1 to 5) against the number answering at each level of the Likelihood to Recommend item (0 to 10). The percent falling in the lowest quadrant on each item (red section below) is then subtracted from the percent falling in the highest quadrant on each item (blue section below) to determine the eNPS (circled score below).

### Employee Net Promoter Score (eNPS)

"Overall, I am a satisfied employee...." by "How likely is it that you would recommend..."

**66 eNPS\***  
69.2% - 3.5%

Below 40 - Low  
40 to 59 - Marginal  
60 to 79 - Good  
80 & above - Excellent

		Likelihood to Recommend											Total
		0	1	2	3	4	5	6	7	8	9	10	
Satisfied Employee	5			1			1			5	15	43	65
	4			1	1		9	15	32	56	31	16	161
	3	2			1	2	7	10	11	9	1		43
	2	2		1	1	2			3	3			12
	1	3			1				1				5
Total		7		3	4	4	18	28	46	70	47	59	286

#### \*How eNPS Works ▶

Satisfied Promoters score 4-5 on the "Satisfied" item and 7-10 on the "Recommend" item. Dissatisfied Non-Promoters score 1-2 on the "Satisfied" item and 0-4 on the "Recommend" item. Subtract the percentage of Dissatisfied Non-Promoters from the percentage of Satisfied Promoters to calculate eNPS. Passives score 3 on the "Satisfied" item and 5-6 on the "Recommend" item.

The rationale behind the measure is based on the Net Promoter Score, widely used in business to determine growth potential<sup>1</sup> Different types of employees within an organization can make positive or negative contributions in their work and in their willingness to be active promoters of their work unit. The eNPS uses the two key survey items to identify them, as follows:

- **Satisfied Promoters:** Score 7-10 on the Recommend question and 4-5 on the Satisfied question. These are **satisfied and enthusiastic** employees.
- **Dissatisfied Non-Promoters:** Score 0-4 on the Recommend question and 1-2 on the Satisfied question. These are **dissatisfied** employees who will not promote or recommend the survey unit to others at all and may undermine its success.
- **Passives:** Score 5 or 6 on the Recommend question and 3 on the Satisfied question. These are **neutral employees**, who, while perhaps satisfied, are likely to do nothing to actively contribute to the success of the survey unit. These employees are not used in computing the score.

The eNPS can potentially range from +100, where all employees are Satisfied Promoters, to -100, where all employees are Dissatisfied Non-Promoters. Evaluation of the eNPS is based on the following scale:

Below 40 — LOW	40 to 59 — MARGINAL	60 to 79 — GOOD	80 & above — EXCELLENT
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The cut-off points were developed by examining the total distribution of Employee Net Promoter Scores from over 80 work units containing almost 6,000 total employees from three universities participating in employee surveys. They are intended to provide an externally-validated benchmark to help units track their overall progress over the course of future evaluations.

<sup>1</sup> Reichheld, Frederick F. (December 2003). "One Number You Need to Grow". [Harvard Business Review](#).

## SCATTERPLOTS

Scatterplot graphs are conducted only if there are over 24 responses for a particular unit or department, which is a reasonable number of cases for statistical analyses.

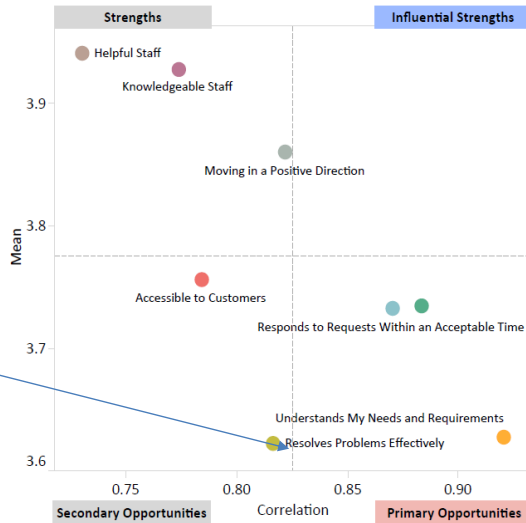
### How to develop/interpret a Scatterplot for customer satisfaction questions

1. Calculate the mean scores of all questions (except for Overall Satisfaction)
2. Calculate the correlation coefficient for all questions with Overall Satisfaction. This enables us to identify if a question has a strong (>0.5) or weak (0.1 - 0.2) relationship with Overall Satisfaction
3. Obtain the average mean score and average correlation coefficient for all questions (exclude Overall Satisfaction)

4. Use the average mean (3.78) and average correlation coefficient (0.83) scores to define the boundaries of the four quadrants
5. Then plot all questions onto the quadrants using their respective mean scores and correlation coefficients.

Question (examples)	Mean	Corr
Understands	3.63	0.92
Accessible	3.76	0.78
Facilitates	3.62	0.82
Helpful	3.94	0.73
Knowledgeable	3.93	0.77
Moving	3.86	0.82
Provides	3.73	0.88
Responsive to requests	3.73	0.87
<b>Average</b>	<b>3.78</b>	<b>0.83</b>

Strengths and Opportunities by Survey Question With Axes at the Average Question Mean and Average Question by Overall Satisfaction Correlation  
Correlation Coefficient Average = 0.83, Mean Average = 3.78



<b>Strengths</b> Higher than average mean score, lower than average correlation. "Keep up the good work"	<b>Influential Strengths</b> Higher than average mean score, higher than average correlation. "Keep an eye on"
<b>Secondary Opps</b> Lower than average mean score, lower than average correlation. "Low Priority"	<b>Primary Opps</b> Lower than average mean score, higher than average correlation. "Concentrate Efforts"

Mean of Attribute/Questions (1 - lowest, 5 - highest): The higher the score, the stronger the attribute.  
 Correlation Coefficient - Strength of a linear relationship between an attribute and Overall Satisfaction (scale: -1 to 1. Weak: 0.1, moderate: 0.3, strong: 0.5). The higher the coefficient, the stronger the relationship. Correlation does not imply causal relationship.

Note: if all attributes' mean scores are above 4.30 (excellent) and the coefficients are above 0.50, all should be considered strengths. The opportunity for the following year will be to sustain the excellent scores.

## NOTES ON STATISTICS AND ANALYSIS

- Consider the number of responses (n) that your administrative unit received. The larger the number of responses, the more confidence you can have that they reflect what you would find if you were able to ask all academics, staff, and county-paid employees.
- Keep the item response scale in mind when looking at item and dimension MEAN scores:

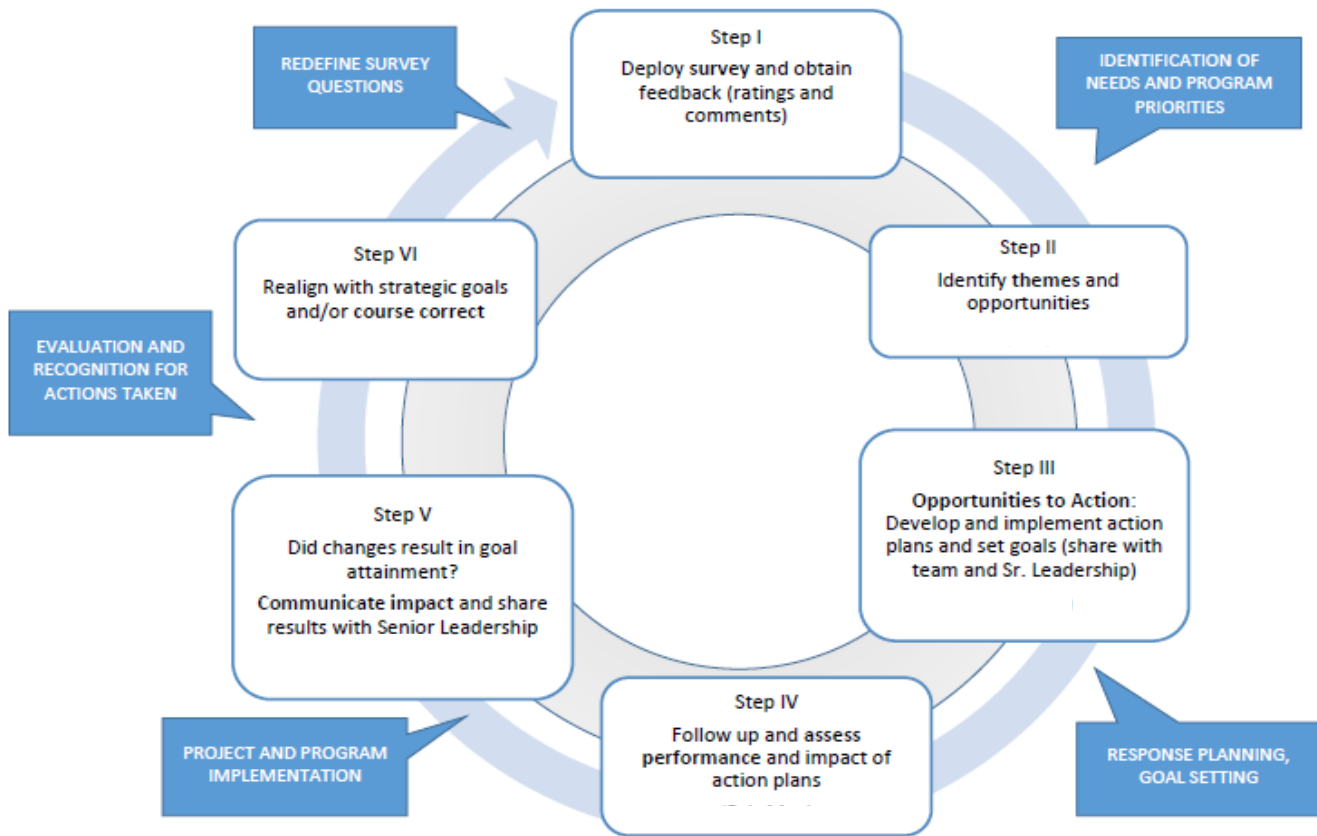
Below 3.00: LOW	3.00 to 3.59: MARGINAL	3.60 to 4.29: GOOD	4.30 and above: EXCELLENT
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- Similarly, the size of the CORRELATION reflects the strength when looking at the relationship of items to Overall Satisfaction:

.10 WEAK	.30 MODERATE	.50 STRONG
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- **Statistical significance** indicates a difference between means that we are 95% certain did not occur by chance. The cutoff varies according to the size of the comparison groups. Small groups require a bigger difference to reach significance.
- Statistical significance does not always translate to real-world significance. Whether or not they are significant, differences between means are probably more important when they:
  - *Change direction* (e.g., move from neutral to positive, neutral to negative, negative to positive)
  - *Cross a boundary* (MARGINAL to LOW; GOOD to EXCELLENT)

## HOW TO USE YOUR RESULTS



Sharing the results is the most important step!

**Discuss** the meaning of results with leadership and staff.

- Ask what these results mean to them. Were there any surprises? Were there any particular cases or exceptional situations that may put the results in context?
- Is there a common understanding of what the questions mean?
- For the Strengths/Primary Opportunities scatter graph chart, look at the overall picture. Is the overall mean score already at or above 4.30? If so, be realistic about the ROI of investing resources to making these scores even higher.
- Be sure to look at patterns across time as well as the current year.

**Commit** to taking specific needed action based on your results.

- Identify benchmarks that you are trying to meet. For example, how do your results compare to previous surveys?

**Communicate** the results.

- For example, post results on your internal webpage. **DON'T FORGET TO CELEBRATE THE POSITIVE!**

## VERBATIM COMMENTS

- The verbatim comment files provide valuable insight into the thoughts and feelings of employees directly in their own words. They are not edited or redacted. This information is intended for senior leaders and unit heads to use in conjunction with the reports to better understand employees' feelings and experiences in the workplace. **Trust is critical.** Be sensitive to how the verbatim comments are used or communicated within your organization. The comments are anonymous but grouped by unit level, and thus perceptions of anonymity may be a concern. We do not advise that these files be disseminated widely within your organization.