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## **Working At Iowa Survey**

### **College of Liberal Arts and Sciences Organizational Report**

### **November 2020**

## **Introduction**

The Working at Iowa (WAI) survey supports productivity and retention of University faculty and staff. Survey responses provide an understanding of the strengths of your work culture and identify opportunities to support your organizational mission and strategic goals. In 2020, UI Health Care participated in Working at Iowa powered by Press Ganey, an engagement survey that allows benchmarking with similar institutions while also providing responses to ten (10) WAI questions for trending purposes.

## **Engagement Index**

Included in this report is a measure of engagement, provided by Eean Crawford, a faculty member in the Tippie College of Business. Engagement behaviors show how personally connected people are to their jobs in terms of giving their full effort, paying close attention to their work, and emotionally caring about what they do.

## **Survey Respondents and Participation Rates**

Survey respondents are summarized by employee category and percent participation of the eligible population. All response information is reported as percentages to protect the confidentiality of respondents. Similarly, where there are fewer than ten (10) responses in any report category, no data is provided to protect the confidentiality of respondents.

## **Survey Results**

The Trended Comparison section of this report displays the 2020 UI results with those from 2016 and 2018, but for consistent data comparison results from UI Health Care are excluded. Color and shading illustrate the difference in survey responses across the six options (strongly agree, agree, slightly agree, slightly disagree, disagree, and strongly disagree). The survey data are a snapshot taken at a point in time. In comparison to past years, it does not represent the change within a constant cohort of respondents.

## **Resources**

The Senior Human Resource Leader in your organization is available to support the communication and use of survey results, drawing upon the support of University Human Resources as needed. Just in time resources and contact information are available on the Working at Iowa - Survey 2020 website: <https://hr.uiowa.edu/administrative-services/working-iowa>.

## **Acknowledgements**

University Human Resources wishes to acknowledge the essential contributions to this report by Eean R. Crawford and Qi Zhang of the Tippie College of Business and the leadership of Dr. Jacob J. Oleson and the work of Jacob Clark of the Center for Public Health Statistics in the College of Public Health. Their contributions to the design and production of the 2020 survey reports have been extremely valuable to the success of the Working at Iowa initiative.

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## Demographics for Survey Respondents

### Distribution of Survey Respondents and Participation by Job Classification

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Faculty	856	70.2	473	64.4	55.3
PS/SEIU	351	28.8	250	34.1	71.2
MSE/Merit	13	1.1	11	1.5	84.6
Total	1220	100.0	734	100.0	60.2

### Distribution of Survey Respondents and Participation by Age Range

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
21-30	80	6.6	48	6.5	60.0
31-40	314	25.7	179	24.4	57.0
41-50	306	25.1	187	25.5	61.1
51-60	269	22.0	172	23.4	63.9
61-70	210	17.2	125	17.0	59.5
71+	41	3.4	23	3.1	56.1

### Distribution of Survey Respondents and Participation by Gender

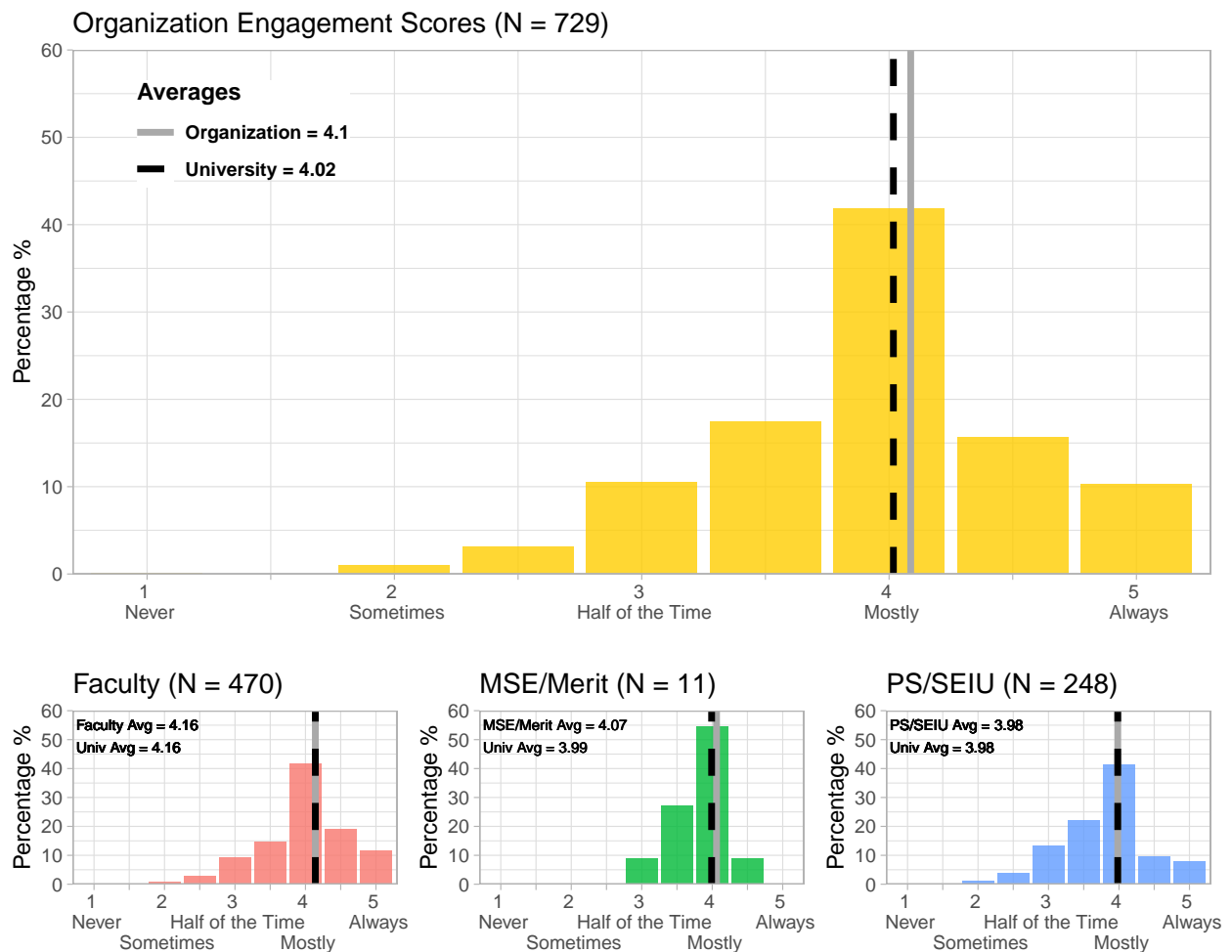
	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Female	661	54.2	446	60.8	67.5
Male	559	45.8	288	39.2	51.5

## Engagement Score Result

Engagement behaviors show how personally connected people are to their jobs in terms of giving their full effort, paying close attention to their work, and emotionally caring about what they do.<sup>1</sup> The Working at Iowa (WAI) Survey supports the engagement and productivity of University faculty and staff. To measure engagement, a validated scale<sup>2</sup> was used that asks how much an individual focuses their physical, mental and emotional energy at work according to these WAI statements:

Physical Engagement	Mental Engagement	Emotional Engagement
I work with high energy.	I give my full attention to my job.	I put my emotions into what I do.
I exert my full effort.	I concentrate completely.	I am emotionally connected.
I devote a lot of my energy.	My mind is focused on the work that I do.	I put my feelings into my work.

The charts below display average engagement scores based upon these survey items.

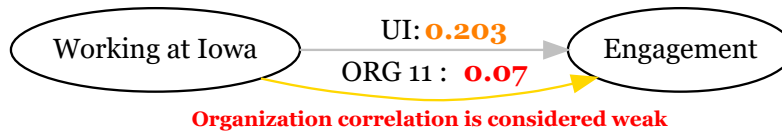


<sup>1</sup>Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724.

<sup>2</sup>Crawford, E.R., LePine, J.A., & Buckman, B.R. (2013). Job engagement scale short form items adapted from Rich, B.L., LePine, J.A., & Crawford, E.R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53, 617-635.

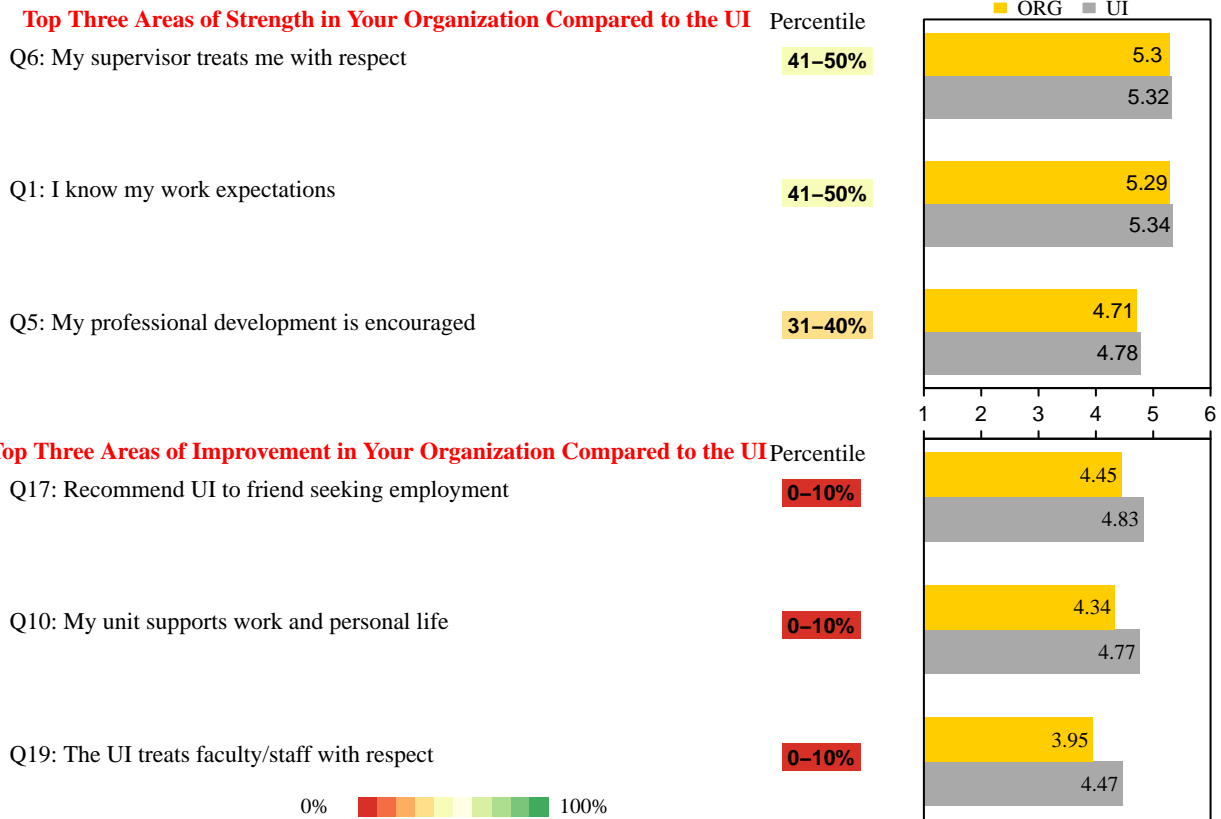
## Unit Engagement Strengths and Areas for Improvement

**How strong is the relationship of Engagement and Working at Iowa perceptions?** The first graph displays how Working at Iowa statements, taken as a whole, correlated with the engagement score for the University of Iowa and for your specific organization. The correlation indicates how efforts to improve Working at Iowa might be associated with improved engagement. How strong are these correlations? A benchmark study <sup>3</sup> found that measures of attitudes and behavior are strongly related at approximately **0.30**, moderately related at approximately **0.20**, and weakly related at approximately **0.10**.



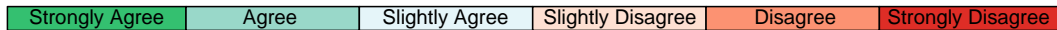
**For what specific WAI statements might you take action?** The second graph displays three areas of strength and three areas for improvement for your organization relative to the UI. Recognize that efforts to maintain or improve a specific area might be important to your org for reasons other than engagement.

- Percentile** - ranks your organization mean relative to all other organizations at UI on that statement (e.g. a 91-100% percentile means that your organization mean was higher than at least 90% of the organizations at UI on that statement).
- Bar Plot** - displays your organization mean relative to the UI mean on that statement.  
1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Agree, 6=Strongly Agree.

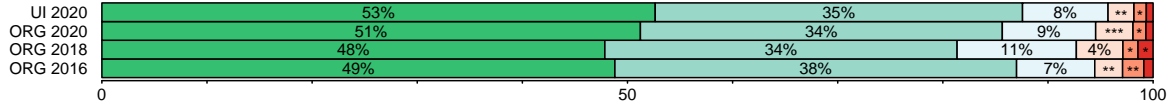


<sup>3</sup>Bosco, F.A., Aguinis, H., Singh, K., Field, J.G., & Pierce, C.A. (2015). Correlational effect size benchmarks. *Journal of Applied Psychology*, 100, 431-449.

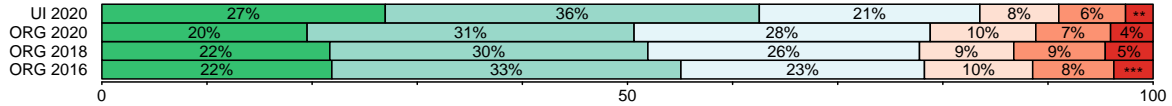
## Survey Analysis - Trended Comparison 2016 - 2020



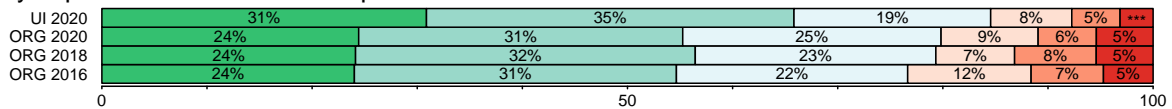
Q1: I know my work expectations



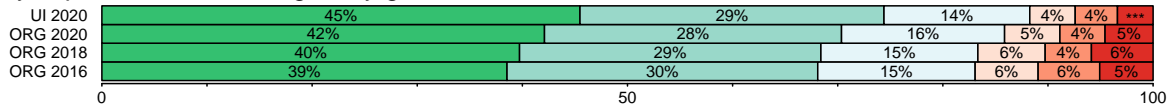
Q2: I receive work feedback regularly



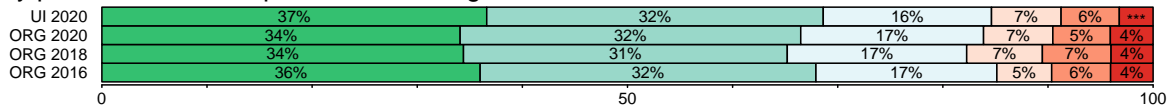
Q3: My supervisor's feedback is helpful



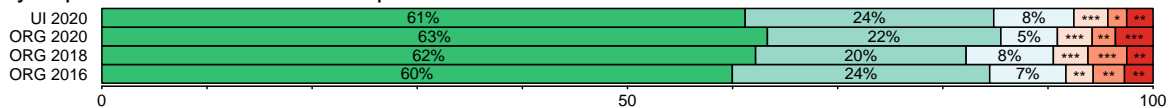
Q4: My supervisor acknowledges my good work



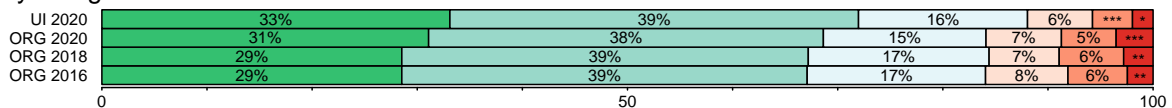
Q5: My professional development is encouraged



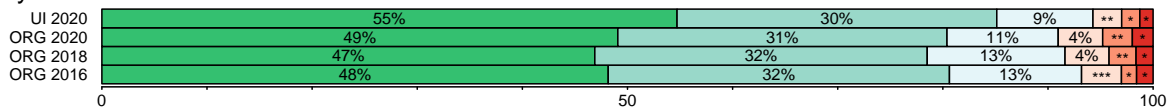
Q6: My supervisor treats me with respect



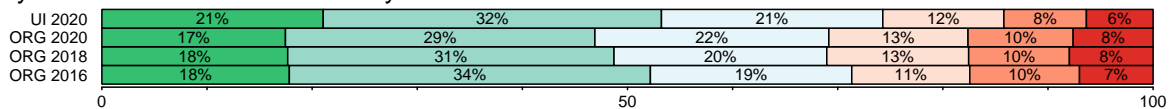
Q7: My unit goals are clear



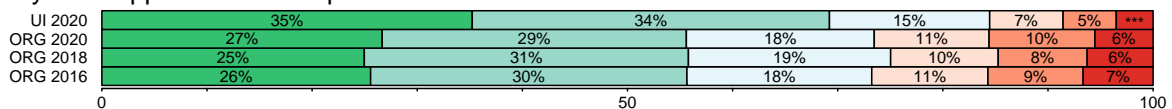
Q8: My unit focuses on excellent service



Q9: My unit distributes workloads fairly

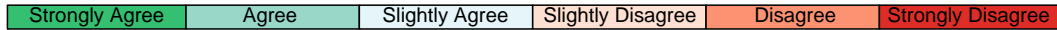


Q10: My unit supports work and personal life

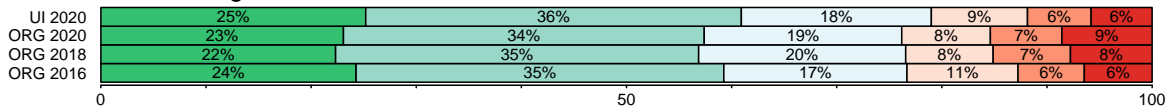


Response proportions less than 4% are displayed by asterisks with:

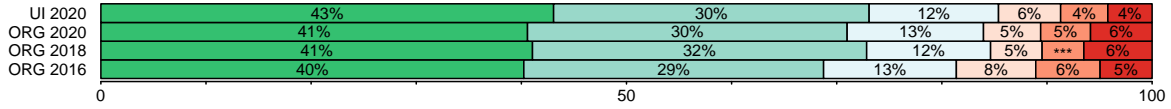
"=" <1%, \* =1%-2%, \*\* =2%-3%, \*\*\* =3%-4%



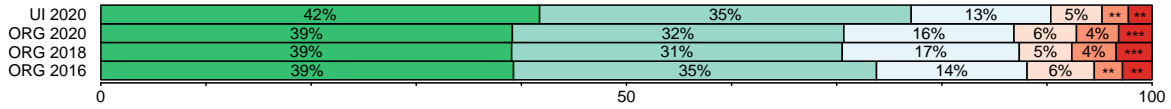
**Q11: Constructive management of work conflicts**



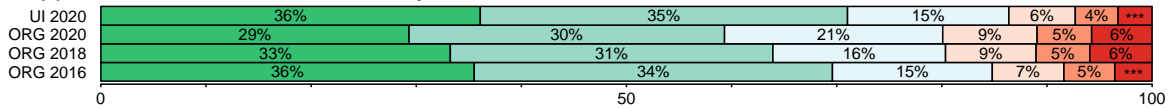
**Q12: My supervisor is open to hearing concerns**



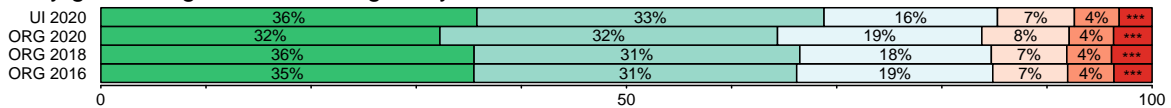
**Q13: Civil and respectful coworkers**



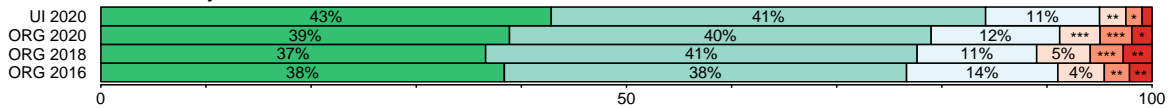
**Q14: Supportive environment for diversity**



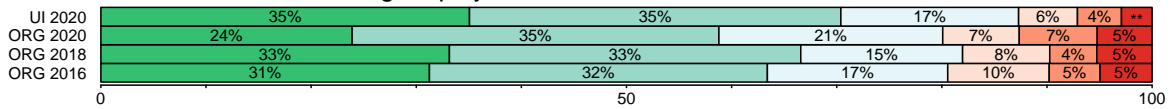
**Q15: I say great things about working in my unit**



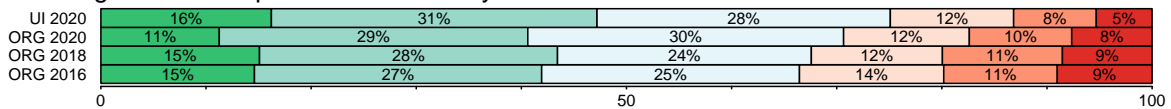
**Q16: Understand how job fits overall mission of UI**



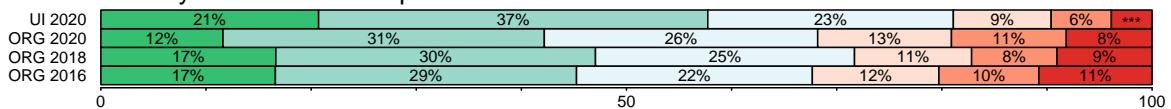
**Q17: Recommend UI to friend seeking employment**



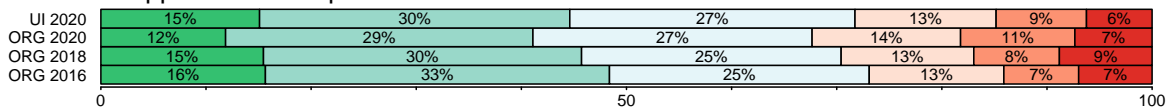
**Q18: UI recognizes accomplishments of faculty and staff**



**Q19: UI treats faculty and staff with respect**



**Q20: There are opportunities for promotion at UI**



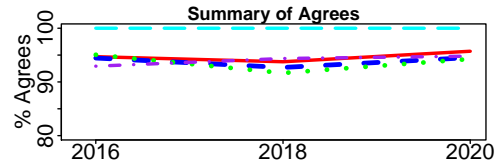
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" = <1%, \* = 1%-2%, \*\* = 2%-3%, \*\*\* = 3%-4%

## Job Classification by Year - Percent Agrees Trended Comparisons

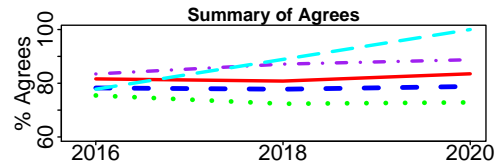
### Q1: I know my work expectations

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	94%	95%	100%	95%	96%
2018	92%	94%	100%	93%	94%
2016	95%	93%	100%	94%	95%



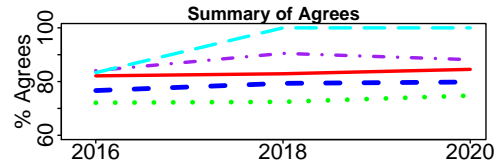
### Q2: I receive work feedback regularly

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	73%	89%	100%	79%	84%
2018	72%	87%	89%	78%	81%
2016	75%	83%	78%	78%	82%



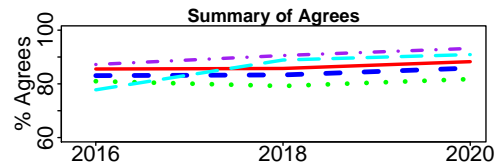
### Q3: My supervisor's feedback is helpful

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	75%	88%	100%	80%	85%
2018	72%	90%	100%	79%	83%
2016	72%	84%	83%	77%	82%



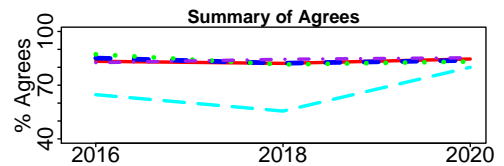
### Q4: My supervisor acknowledges my good work

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	82%	93%	91%	86%	88%
2018	79%	91%	89%	83%	86%
2016	81%	87%	78%	83%	86%



### Q5: My professional development is encouraged

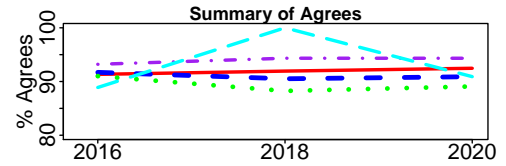
	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	83%	85%	80%	84%	85%
2018	82%	84%	56%	82%	82%
2016	87%	83%	65%	85%	83%





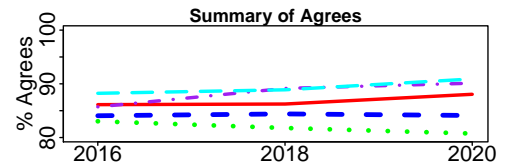
**Q6: My supervisor treats me with respect**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	89%	94%	91%	91%	92%
2018	88%	94%	100%	91%	92%
2016	91%	93%	89%	92%	91%



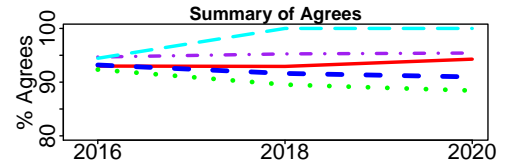
**Q7: My unit goals are clear**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	81%	90%	91%	84%	88%
2018	82%	89%	89%	84%	86%
2016	83%	86%	88%	84%	86%



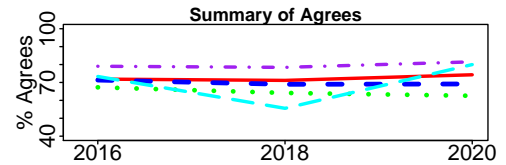
**Q8: My unit focuses on excellent service**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	88%	95%	100%	91%	94%
2018	90%	95%	100%	92%	93%
2016	92%	95%	94%	93%	93%



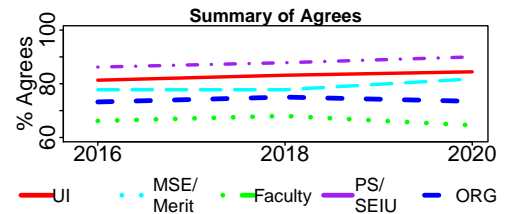
**Q9: My unit distributes workloads fairly**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	63%	82%	80%	69%	74%
2018	64%	78%	56%	69%	71%
2016	67%	79%	73%	71%	72%



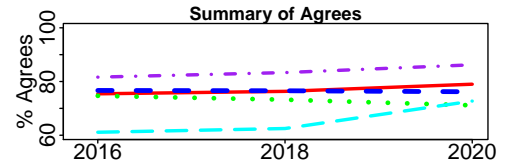
**Q10: My unit supports work and personal life**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	65%	90%	82%	73%	84%
2018	68%	88%	78%	75%	83%
2016	66%	86%	78%	73%	81%



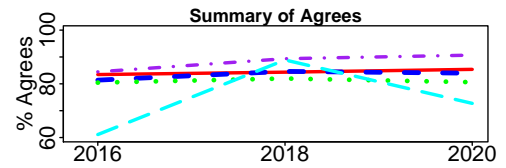
**Q11: Constructive management of work conflicts**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	71%	86%	73%	76%	79%
2018	73%	83%	62%	77%	76%
2016	75%	82%	61%	77%	75%



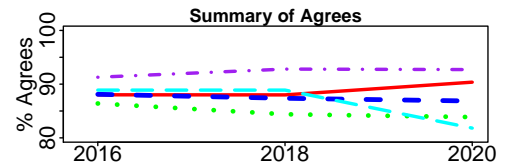
**Q12: My supervisor is open to hearing concerns**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	81%	91%	73%	84%	85%
2018	82%	89%	89%	85%	84%
2016	80%	84%	61%	81%	83%



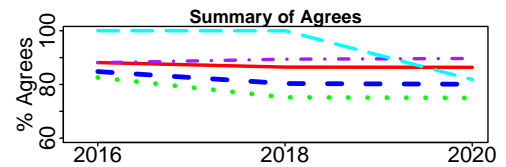
**Q13: Civil and respectful coworkers**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	84%	93%	82%	87%	90%
2018	84%	93%	89%	87%	88%
2016	86%	91%	89%	88%	88%



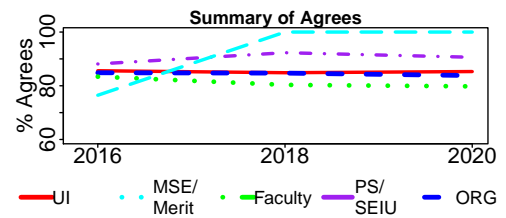
**Q14: Supportive environment for diversity**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	75%	90%	82%	80%	86%
2018	75%	89%	100%	80%	86%
2016	83%	88%	100%	85%	88%



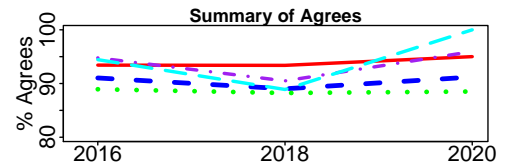
**Q15: I say great things about working in my unit**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	80%	91%	100%	84%	85%
2018	80%	92%	100%	85%	85%
2016	83%	88%	76%	85%	86%



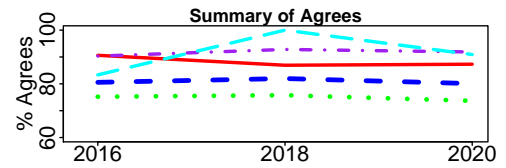
**Q16: Understand how job fits overall mission of UI**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	89%	96%	100%	91%	95%
2018	88%	90%	89%	89%	93%
2016	89%	95%	94%	91%	93%



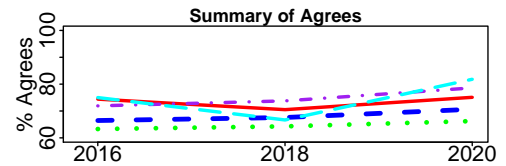
**Q17: Recommend UI to friend seeking employment**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	74%	92%	91%	80%	87%
2018	76%	93%	100%	82%	87%
2016	75%	90%	83%	81%	91%



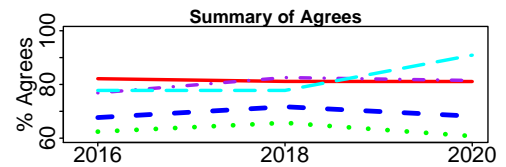
**Q18: UI recognizes accomplishments of faculty and staff**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	66%	79%	82%	71%	75%
2018	64%	74%	67%	68%	71%
2016	63%	72%	75%	66%	74%



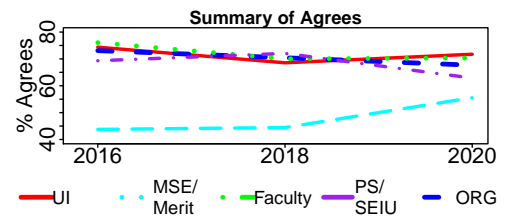
**Q19: UI treats faculty and staff with respect**

	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	61%	81%	91%	68%	81%
2018	66%	83%	78%	72%	81%
2016	62%	77%	78%	68%	82%



**Q20: There are opportunities for promotion at UI**

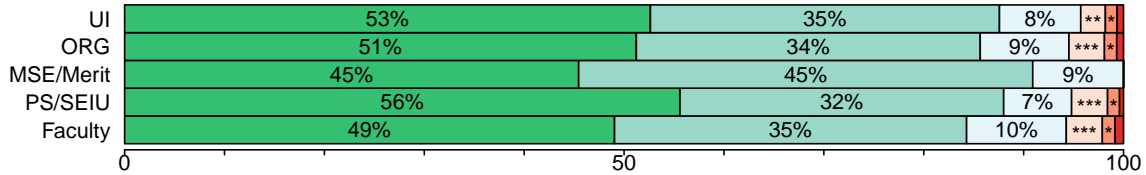
	Faculty	PS/SEIU	MSE/Merit	ORG	UI
2020	70%	63%	56%	68%	72%
2018	70%	72%	44%	70%	69%
2016	76%	69%	44%	73%	74%



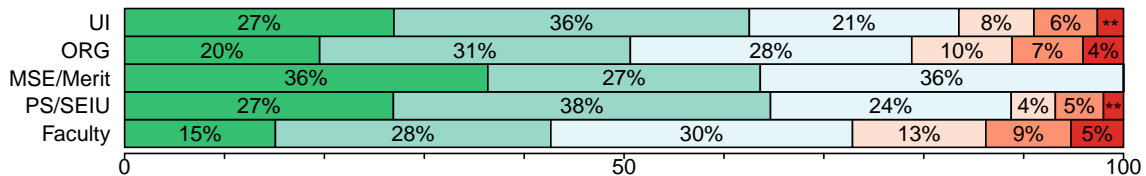
## Survey Analysis - Snapshot Results for 2020 by Job Category



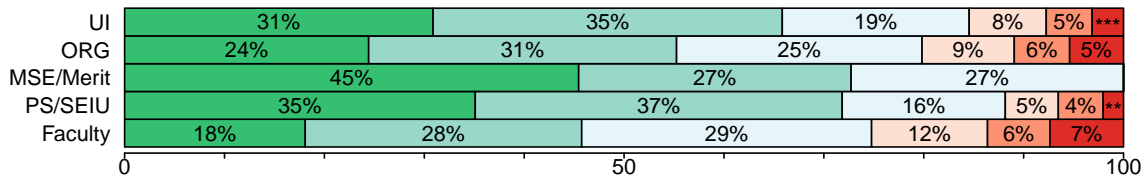
### Q1: I know my work expectations



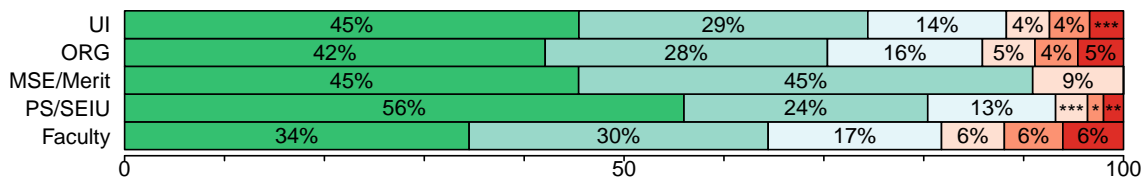
### Q2: I receive work feedback regularly



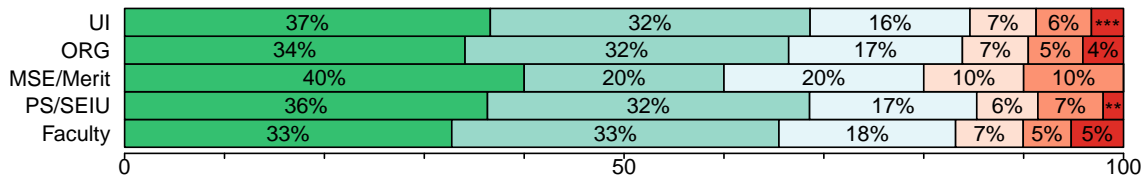
### Q3: My supervisor's feedback is helpful



### Q4: My supervisor acknowledges my good work

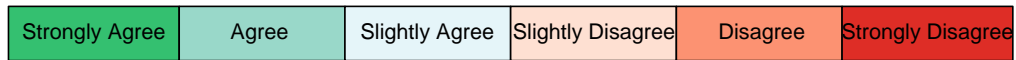


### Q5: My professional development is encouraged

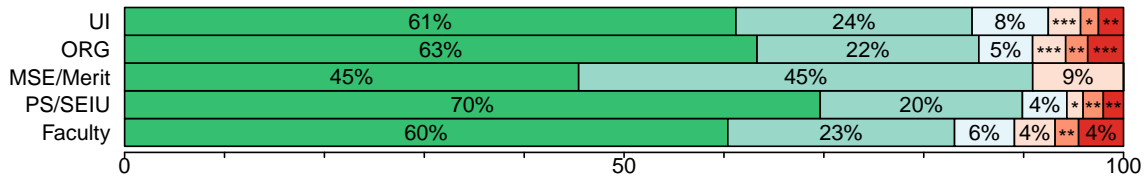


Response proportions less than 4% are displayed by asterisks with:

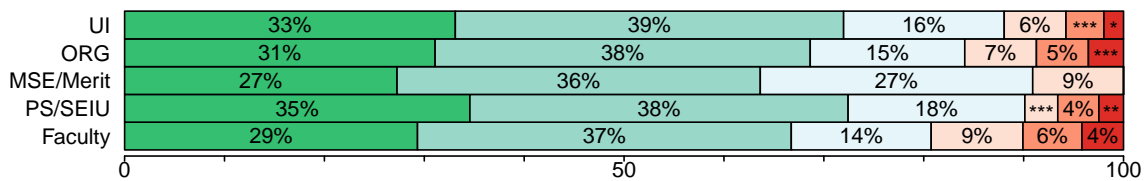
" " = <1%, \* = 1%-2%, \*\* = 2%-3%, \*\*\* = 3%-4%



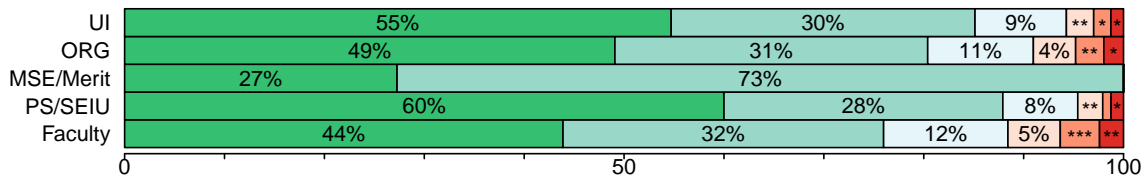
**Q6: My supervisor treats me with respect**



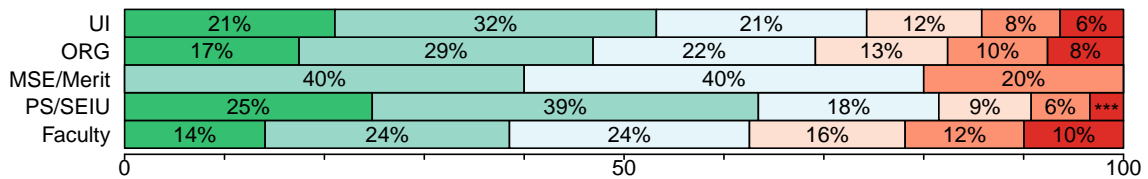
**Q7: My unit goals are clear**



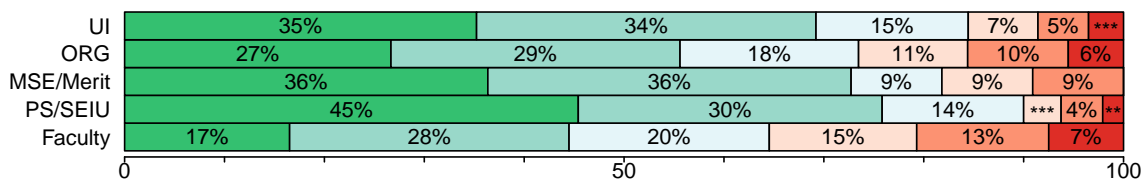
**Q8: My unit focuses on excellent service**



**Q9: My unit distributes workloads fairly**



**Q10: My unit supports work and personal life**

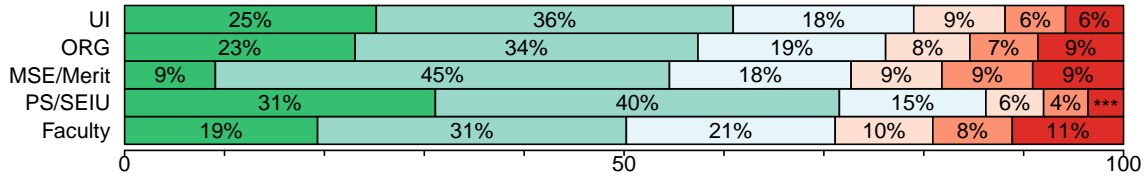


Response proportions less than 4% are displayed by asterisks with:

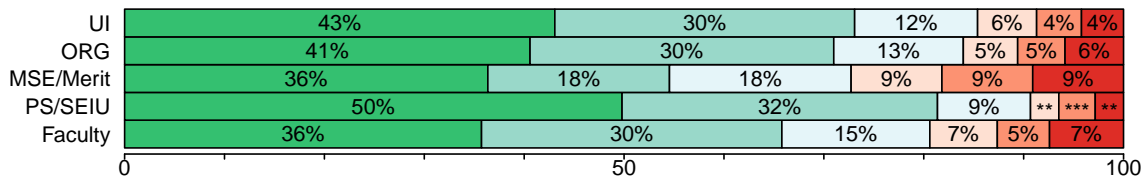
"=" < 1%, \* = 1%-2%, \*\* = 2%-3%, \*\*\* = 3%-4%



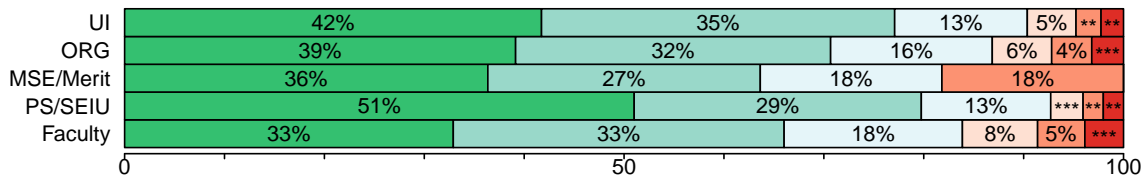
**Q11: Constructive management of work conflicts**



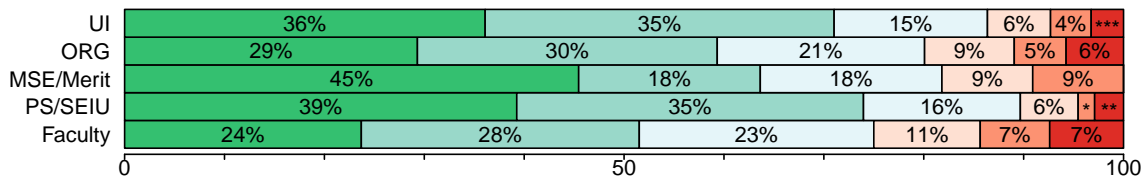
**Q12: My supervisor is open to hearing concerns**



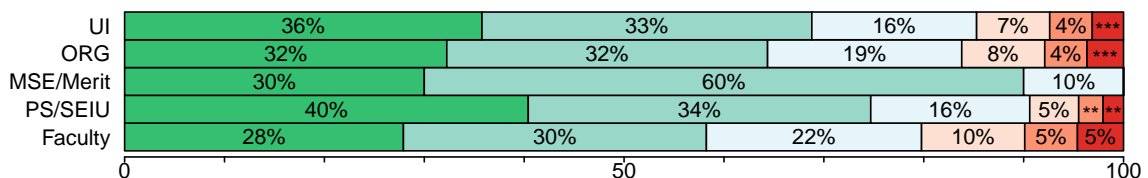
**Q13: Civil and respectful coworkers**



**Q14: Supportive environment for diversity**

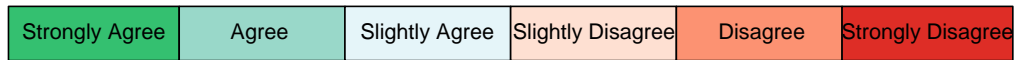


**Q15: I say great things about working in my unit**

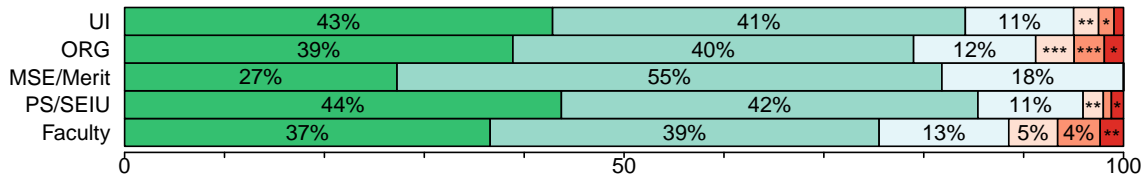


Response proportions less than 4% are displayed by asterisks with:

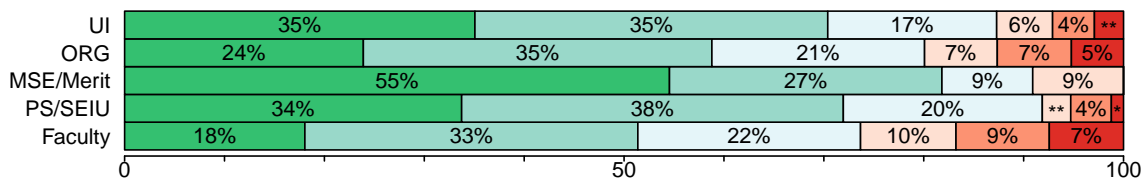
"=" < 1%, \* = 1%-2%, \*\* = 2%-3%, \*\*\* = 3%-4%



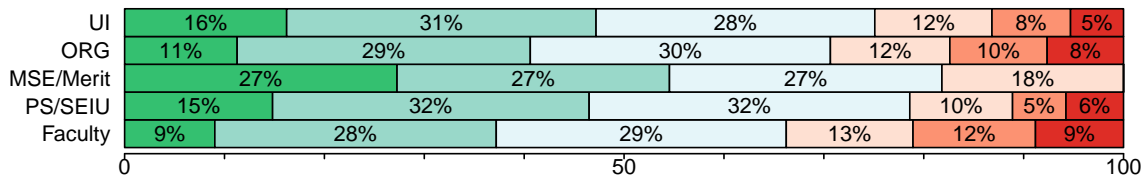
Q16: Understand how job fits overall mission of UI



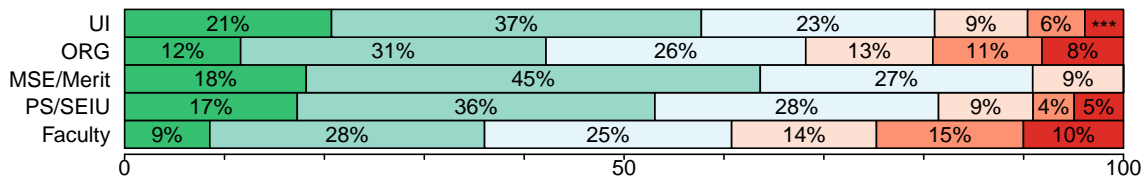
Q17: Recommend UI to friend seeking employment



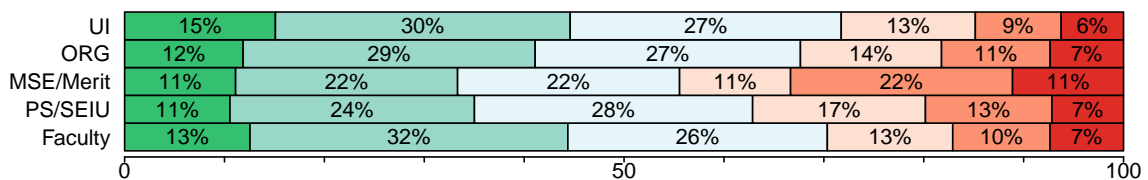
Q18: UI recognizes accomplishments of faculty and staff



Q19: UI treats faculty and staff with respect



Q20: There are opportunities for promotion at UI



Response proportions less than 4% are displayed by asterisks with:

" = <1%, \* = 1%-2%, \*\* = 2%-3%, \*\*\* = 3%-4%

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## Technical Notes

1. Each of the bar charts display the percentages of responses at each level of the Likert scale and are color-coded as follows:
  - (a) Strongly Disagree - Dark Red (Burgundy)
  - (b) Disagree - Red
  - (c) Slightly Disagree - Pink
  - (d) Slightly Agree - Pale Green
  - (e) Agree - Green
  - (f) Strongly Agree - Dark Green
2. Each survey item must have ten (10) respondents for percentage data to be displayed. Survey items with fewer than ten respondents do not have data displayed, but those respondents are included in reports for larger units of which they are members.
3. Job category is based upon primary, regular appointments and grouped as faculty (all appointment types), Professional and Scientific (including those represented by SEIU) and Merit staff (including those represented by AFSCME, as well as supervisory and confidential staff).
4. If an Organizational Unit or Department has two job categories with nine or fewer respondents in each, those responses are combined with others to protect confidentiality in the survey results. The rules for combining job classifications are listed below. If the combined group still has fewer than ten (10) respondents, only the Organizational Unit or Department results are presented.
  - (a) Faculty and Merit each have fewer than 10 - Combined both with PS/SEIU and provide only Organizational Unit or Departmental results.
  - (b) PS/SEIU and Merit each have fewer than 10 - Combine as PS/SEIU/Merit.
  - (c) Faculty and PS/SEIU each have fewer than 10 - Combine as Faculty/PS/SEIU.
5. If an Organizational Unit or Department has one job category with nine or fewer respondents, the following combined categories are reported in the Snapshot results.
  - (a) Faculty has fewer than 10 - Combine with PS/SEIU as Faculty/PS/SEIU.
  - (b) PS/SEIU has fewer than 10 - Combine with Merit as PS/SEIU/Merit.
  - (c) Merit has fewer than 10 - Combine with PS/SEIU as PS/SEIU/Merit.
6. Age categories with less than 10 respondents are combined with nearby categories until all categories displayed have 10 or more.
7. If a Gender has less than 10 respondents, Female and Male categories are combined into Both Genders category.
8. The colors for the Job Classification by Year - Percent Agrees Trended Comparisons tables were chosen based on past results. The proportion of Agrees (Strongly Agree, Agree, Slightly Agree) were calculated for all 20 survey items across all ORGs at the University. Tertiles (i.e., lower third, middle third, and upper third) were calculated within this distribution of Percent Agrees to help create regions that could be interpreted as upper third, middle third, and lower third. These tertiles corresponded to proportions near 80% and 90%. For the tables, any percent agree less than 80% were shaded in red tones (lower third), any percent agrees between 80% and 90% were shaded in yellow tones (middle third), and any percent agrees greater than 90% were shaded in green tones (upper third).
9. A second-order Structural Equation Model (SEM) was used to obtain the correlation estimate between an overall composite of the Working at Iowa survey questions and an overall composite of the Engagement survey questions. The validity of an overall composite for both Working at Iowa and Engagement



survey questions was established separately using Confirmatory Factor Analysis (CFA). Details of this analysis are available upon request.

10. UI Health Care did not participate in the 2020 WAI survey. Hence, the population total reported in WAI for UI this year is lower than in previous years. To properly compare 2020 results to previous years, 2016 and 2018 UI Health Care data has been removed before generating statistics and graphics.