Human Resources

Staff Survey Response

About the Survey

The first Cornell Employee Survey in 2011 was a response to a resolution from the Employee Assembly calling for a study to better understand staff engagement. This second survey was administered from October 6 to November 28, 2016 to nonacademic staff and librarians. Sixty-eight percent of invited employees responded to the survey, with 4309 surveys submitted over the web and 523 surveys submitted on paper.

Results were released in April 2017. The survey instrument, charts, and tables can be found on the Institutional Research and Planning Employee Survey website.

Overall, staff ratings have remained steady since 2011. Positive gains were made in performance reviews, supervisor feedback, and supervisors’ support of their staff for professional development opportunities or in balancing work and family responsibilities. Many staff say recent organizational changes have had a positive change on their work, and have created new opportunities for them. In addition, concern about job security among employees has decreased about 10 percent since 2011.

Perceptions of the overall direction of the university are not as positive. Approximately 54 percent of staff responded that Cornell was moving in a positive direction. Forty percent of staff say they understand the strategic goals and objectives of Cornell – a drop of about 10 percent since the last survey.

Other areas – workload, staff recognition and consistency in university wide workforce policy administration – are issues that remain a concern for many respondents.

Initiatives from the 2016 Survey

A steering committee came together during the summer to look at the results and determine next steps. The team identified six key issues.
Issue that require action

After receiving approval from the president, provost, deans and VPs, these issues were assigned leads and moved forward immediately.

1. Improve supervisory feedback
2. Support employees concerned about finances and debt
3. Support employees concerned about their health

Issues that require further study

These issues required a discovery process and development of a plan to address.

1. Improve consistency of Policy Application
2. Improve recognition and promotional opportunities
3. Connect Staff to the Mission and Direction of the University

Discovery teams

Three teams were created with volunteers from across campus. The teams met twice a week for eight weeks in August and September to develop recommendations based on the data from the 2016 survey results. Presentations were given to the steering committee in late fall.

Charge

Engage in a discovery process to create a meaningful response to the Staff Survey. Teams should meet with others as needed to gain an understanding of the data and/or messages to answer the questions, “What does this data mean?” and “How widespread are the sentiments?” Teams must create recommendations to address the concerns, issues, and/or opportunities, recognizing that this may be a multi-year implementation. Teams should keep in mind that we cannot do everything; and therefore should identify what is the most important to address.

Emerging themes

Three similar themes arose for all of the discovery teams – communication, education, and measurement.

- Communicate: Develop a frequent, consistent multi-channel approach to communicating with staff utilizing existing platforms and technologies whenever possible
- Educate: Require common training programs for all supervisors at regular intervals throughout careers
- Measure: Utilize existing technology and pulse surveys to evaluate whether the
recommended actions are effective and establish a culture of responsibility

**Timeline**

**April**

Results are released to campus.

**May-July**

Steering Committee meets to review data and finalize objectives; members are selected for the three discovery teams; team leads meet to review charge and principles

**August-September**

Discovery teams meet twice a week for eight weeks
**October**

Discovery teams present initial recommendations to Steering Committee Chairs, Mary Opperman and Paul Streeter

**November**

Discovery teams meet with the full Steering Committee to further frame recommendations; proposals are finalized for university-wide senior leaders