2016 Survey Focus Areas

Improve supervisory feedback

Support employees concerned about finances and debt

Support employees concerned about their health

Discovery Teams

*These themes serve as the framework for each discovery teams' recommendations.*

- **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.

Discovery team: Improve consistency for policy application

**Intent**

To educate and expose staff and supervisors to the differences between policy and programs and emphasize the responsibility of supervisors to administer policies in a fair manner.

**Recommendations**

- **Communicate**: “Policy Briefs”, “Did you know?...”, and policy FAQs enhancing education about policies and programs.
**Educate:** Focus content on the differences between policy and programs, the intent (or spirit) of policies, and fair administration of policies.

**Measure:** Report out on findings; focus communications and education on key issues of interest.

**Data highlights**

The survey results indicate roughly 20% * dissatisfaction around the fairness of policy administration:

- 18.7% employee responders (880) believe that policies are not administered fairly within their department or unit.
  - 22% reported neutral
- 21.8% employee responders (1018) believe that policies are not administered fairly across units.
  - 38.9% reported neutral

Moreover, roughly 25% of 1,700 respondents (1 in 4) in band F, G, H, I believe that policies are not administered fairly across units.

**Team**

- Kristine Mahoney - CHE (Team Lead)
- Dawn McWilliams - Engineering
- Eileen Grabosky - CIS
- Laura Johnson-Kelly - NES
- Lauran Jacoby - DHR
- Megan Whitman - Engineering
- Eric Lee - CVM
- Craig Wiggers - A&S
- Barb Friedman - CIT
- Marissa Consalvi – CALS

**Discovery team:** Connect staff to the mission and direction of the University

**Intent**
Provide staff with the information they need to connect their work to the mission, and address the challenge of multiple sources of information. Ensure employees have straightforward and timely messages that both inform and inspire. Further promote transparency to foster trust, responsibility, and open dialogue.

**Staff feel connected to the mission when:**

- Leaders share University priorities and challenges
- Staff know where to find information
- Supervisors explain why work done by staff matters
- Staff contribute to achieving University goals

**Recommendations**

- **Communicate:** Monthly Pawprint message from a senior leader conveying strategy, initiatives, challenges through the lens of staff concerns/interests; also disseminate via public forums (i.e. CUFF, EA meetings).
- **Educate:** Partner with HR to include in New Hire/New supervisor trainings; increase supervisor knowledge of University direction and how to align employees roles with that direction.
- **Measure:** Catalog types of messages sent out and use data collected to assess if employees are more connected to the University mission. Revise as needed.
Data highlights

Three survey questions were rated significantly lower in the 2016 survey than the 2011 survey:

- “University leadership has a clear vision for the future of the University”
- “I have a clear understanding of the strategic goals and objectives of Cornell as a whole”
- “I do not hear about University plans via rumors”

In 2011, employees agreed at a rate of 40% - 51%. In 2016, their agreement fell to 31% - 41%.

Team

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- Kim Kopko - CHE
- Betsy Collins - A&S
- Tanya Grove - DHR
- Sara Leanne Eddleman - A&S
- William Searle - Budget & Planning
- Alexis Brubaker - EHS
- Daniel Richter - Engineering
- Hei Hei Depew - CHE
- Scott Butler - CVM
- Beth Lyons - CIT
- Sarah Brylinski - IPP

Discovery team: Improve recognition and promotional opportunities

Intent
The feeling of belonging and enjoying your work is at the nexus of inclusion, recognition, and promotion.

Recommendations

- **Communicate**: Internal unit-level sharing of nominations; public celebration of awardees and staff transitions; communication of best practices and ideas for inclusion and recognition.
- **Educate**: Embed new practices and cultural changes in training for all new hires, supervisors, faculty; share successes and highlight transitions to new positions.
- **Measure**: Report on use of reward/innovation funds and allocations by unit; quantify clickthrough rates, amend communication as appropriate.

Team

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- Tammy Shapiro - A&S
- Maria Wolff - DHR
- Kim Potter - Vet
- Wendy Franzese - SCL - EA
- Ilana Dimbleby - AAD
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