



GALLUP Climate Survey

President's Town Hall

June 19, 2017

Dr. Roger Ward
Vice President, Operations and Planning
Chief Accountability Officer



General Characteristics of Climate Surveys

- Goal is to gain an understanding of employees' shared perceptions of the work environment around specific issues.
- Conducted anonymously and aggregated to protect confidentiality.
- Result in goal setting and action planning to address areas of concern.
- Not considered research, but rather a leadership tool for improving the organization

What was the purpose of the UMB Climate Survey?

- Assess employees' perceptions of the following:
 1. Inclusiveness
 2. Diversity
 3. Employee confidence in UMB
 4. Input on decision-making
 5. Organizational values
 6. Safety
- Establish a baseline for future measurement
- Inform interventions
- Drive improvement process

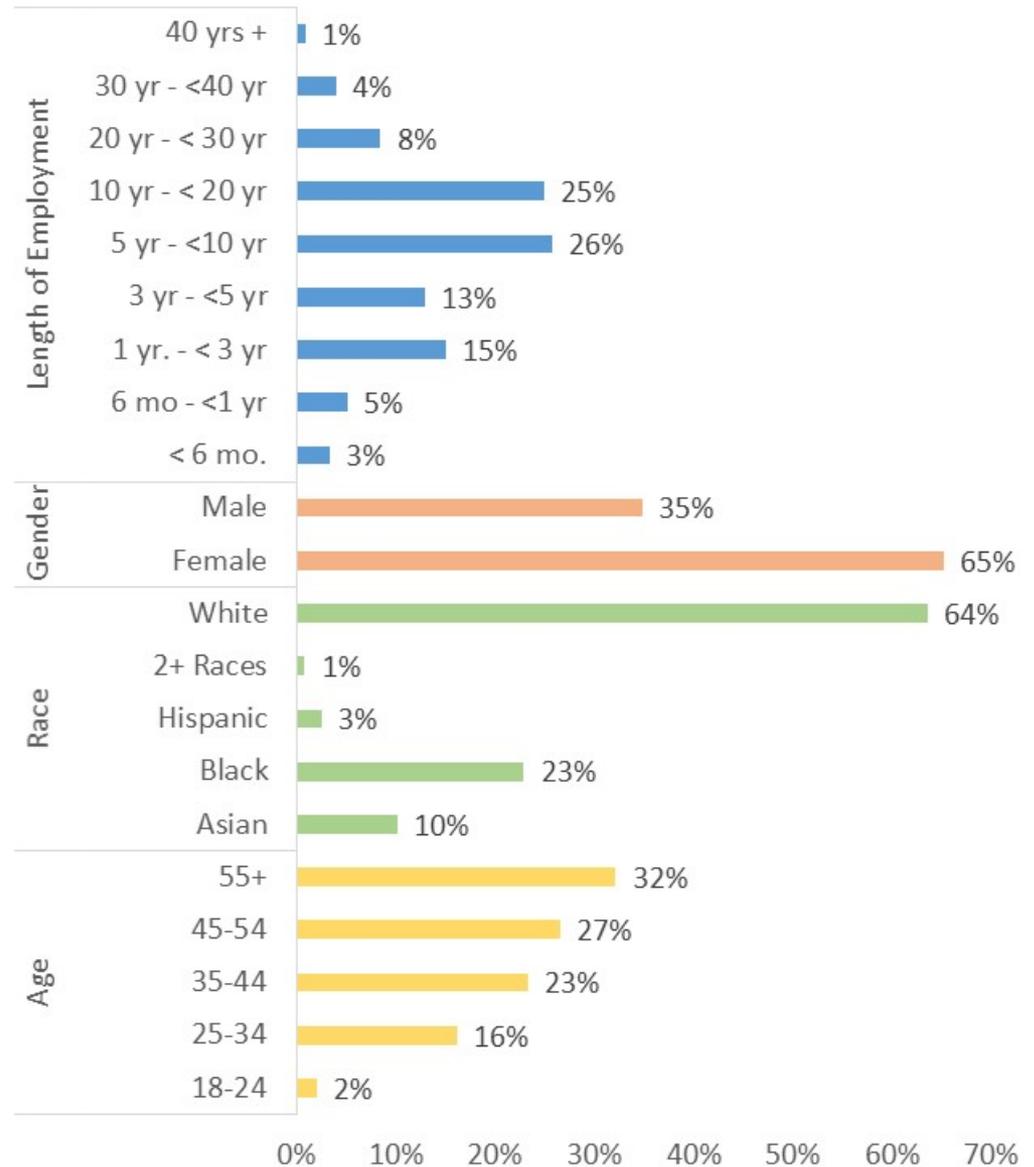


Dr. Perman's Charge to the DAC

1. Critically assess the information collected by Gallup.
2. Develop next steps on how we can improve the climate at UMB.
3. Develop recommendations on disseminating information to the UMB community.

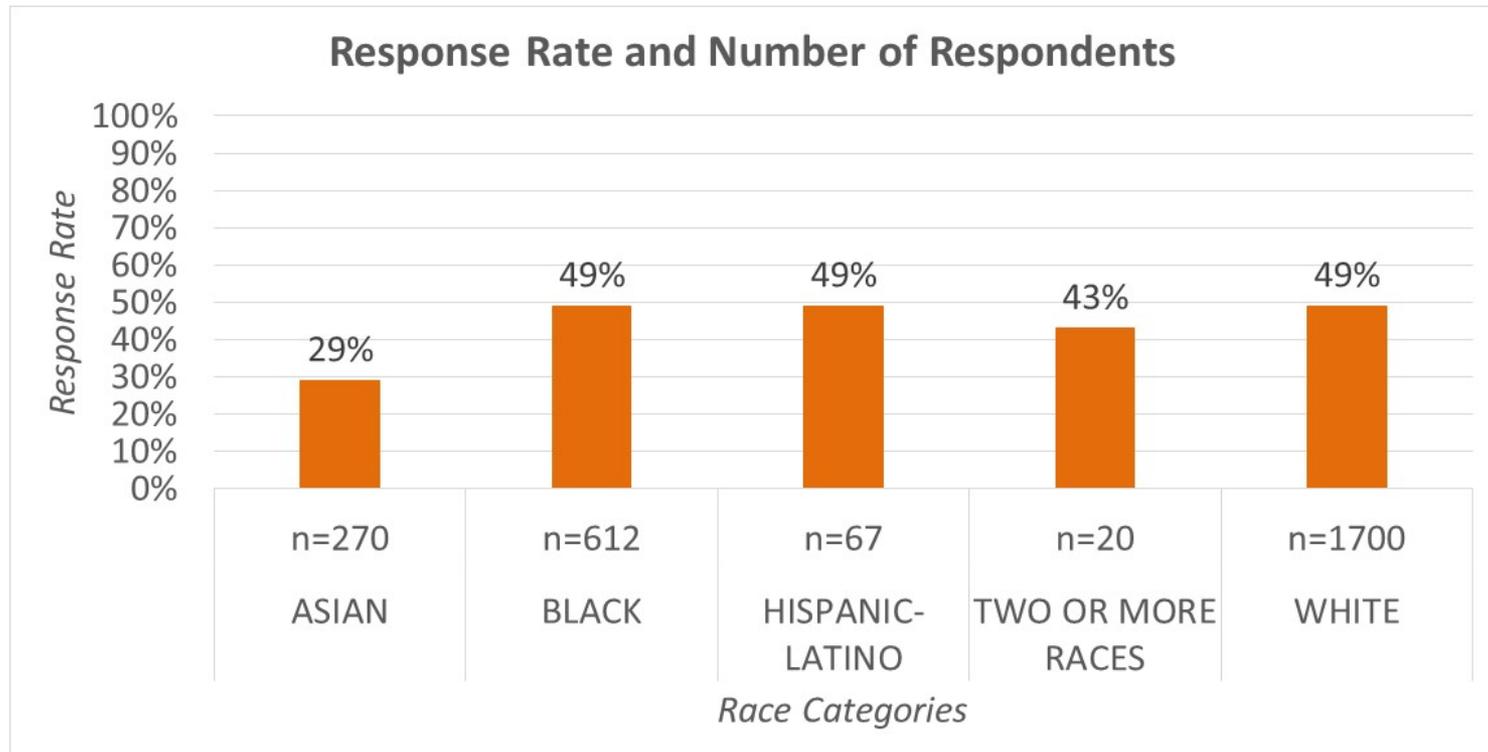


Survey Respondents (N = 2,674)



Respondents and Response Rates

RACE (N = 2669)*

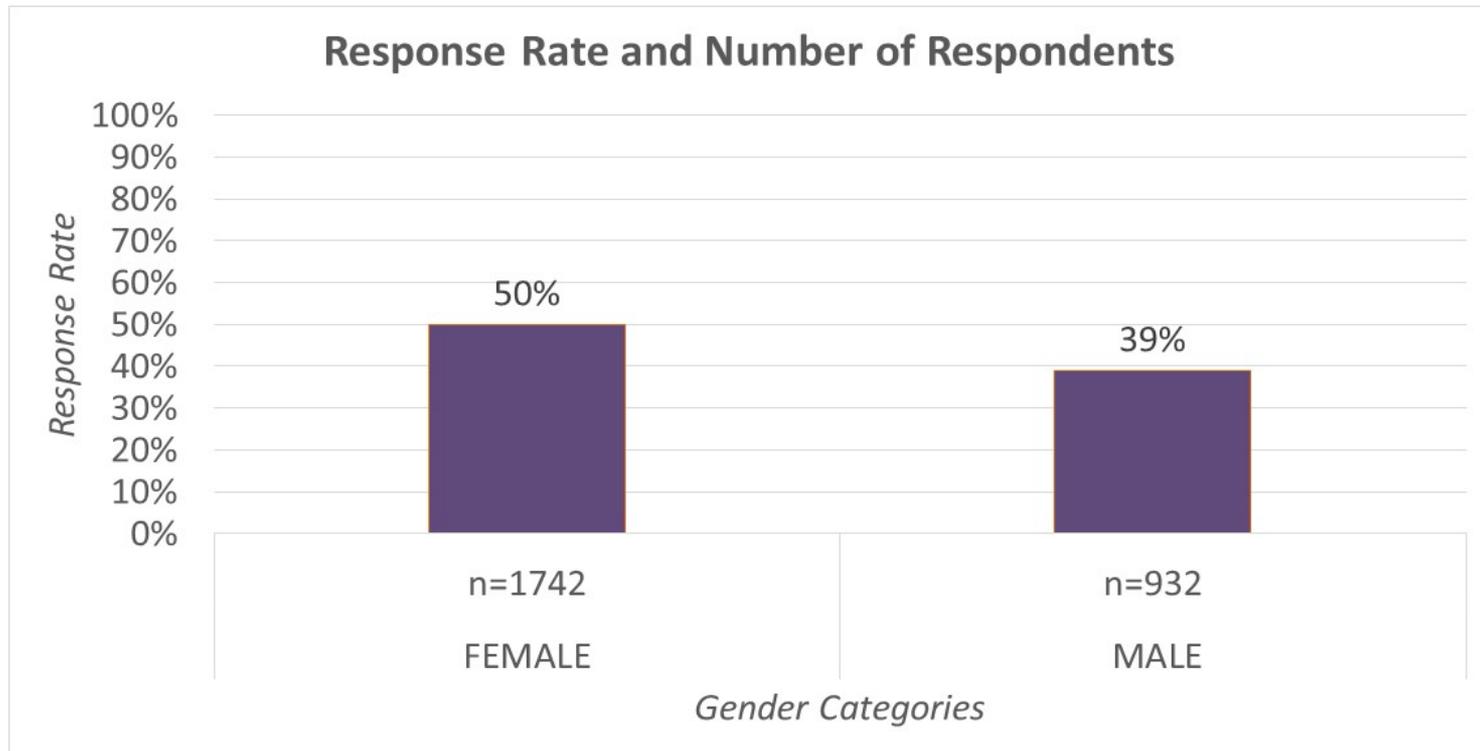


* The total number of respondents to the survey was 2,674. Not every respondent provided information on race.



Respondents and Response Rates

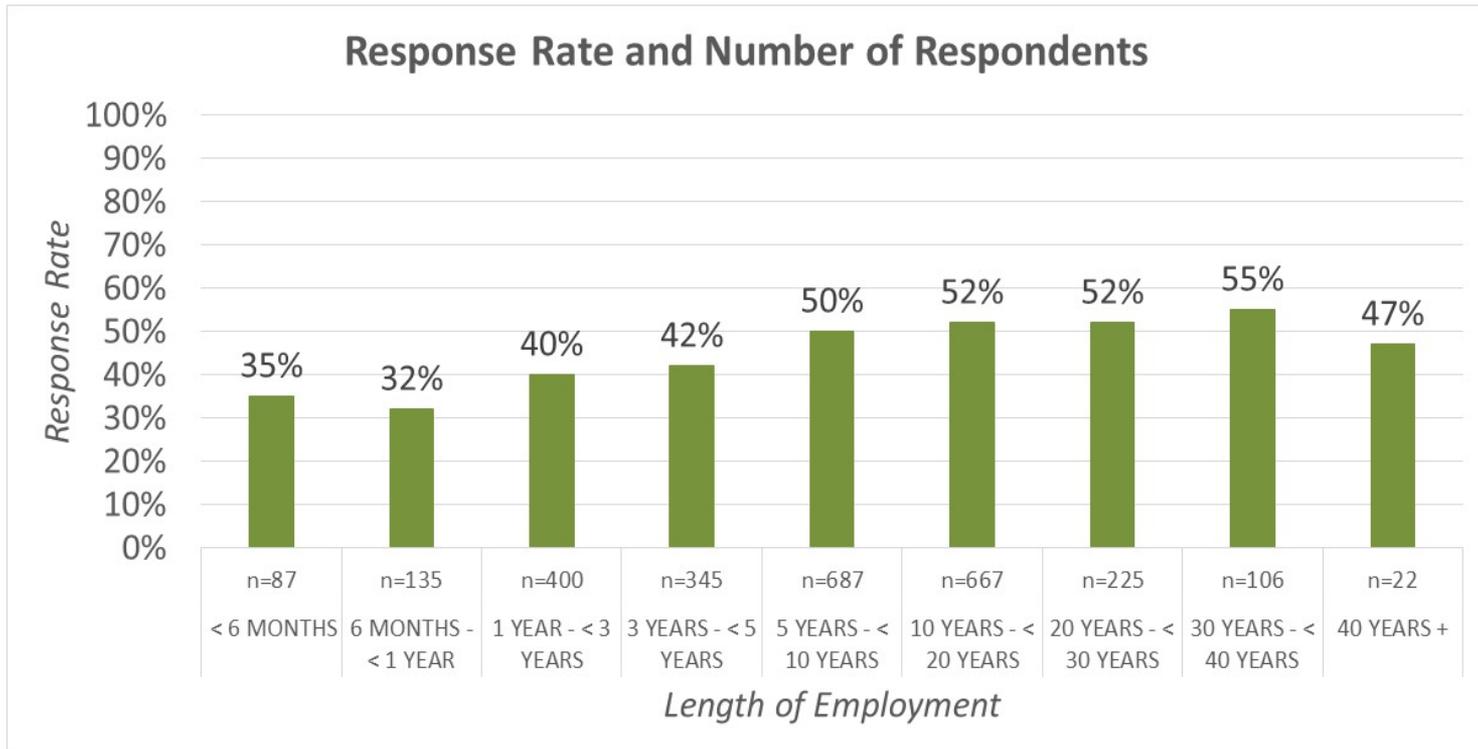
GENDER (N = 2,674)





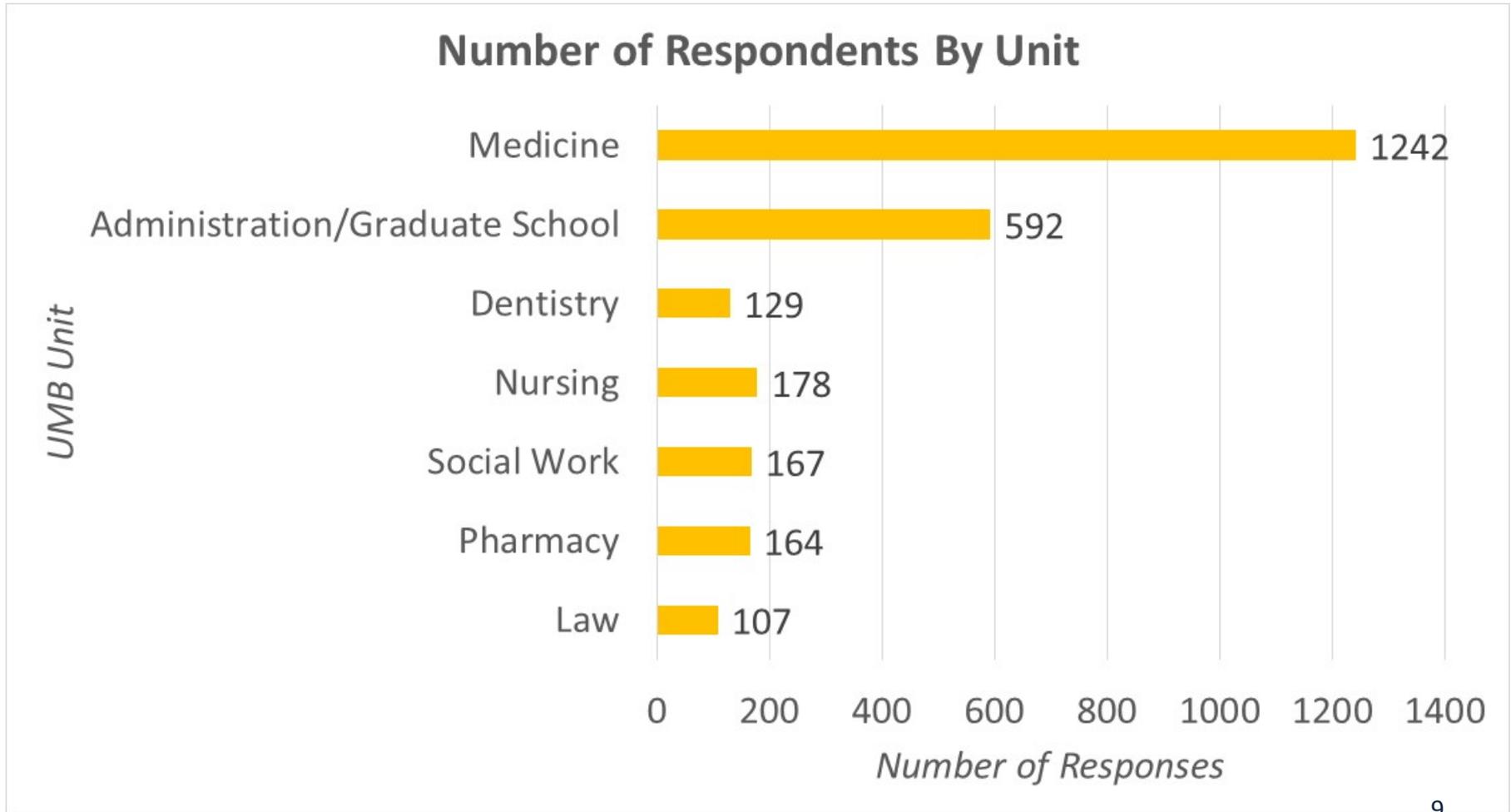
Respondents and Response Rates

LENGTH OF EMPLOYMENT (N = 2,674)





Respondents and Response Rates





Steps in the Assessment

- Examine Gallup's Inclusiveness Index by race, age, gender and length of employment and report differences.
- Develop additional indices based on the questions added by UMB to the Gallup Survey, then examine these indices by race, age gender and length of employment and report differences.

Rigorous External Analysis of the Data

- Two approaches were used by Gallup:
 1. ANOVA and post-hoc Bonferroni where the mean scores (scale: 1 – 5) were compared by race, age, and length of employment for each index. T-tests and post-hoc Levene's Test for equality of variances were used for detecting differences by gender.
 2. ANOVA and post-hoc Bonferroni where the sum scores of the scale were compared by race, age, and length of employment for each index. T-tests and post-hoc Levene's Test for equality of variances were used for detecting differences by gender. Additionally, means, standard deviations, ranges, and effect sizes (eta squared and Cohen's d) were calculated.



Assessment of the Data

Did UMB employees, depending on their race, age, gender, and length of employment perceive differences in:

1. Inclusiveness?
2. Extent that UMB Honors Diversity?
3. Confidence in UMB?
4. Input on decision-making?
5. Organizational values?
6. Safety?

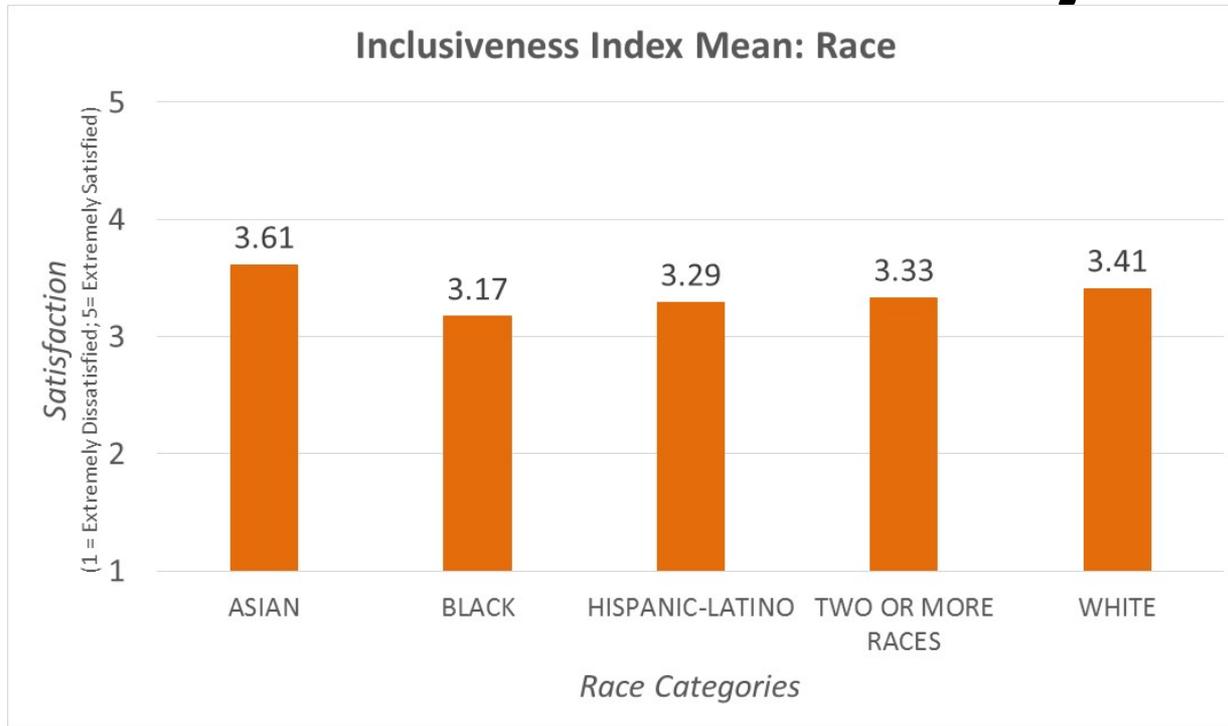


“Inclusiveness” Index † Questions

1. My supervisor creates an environment that is trusting and open.
2. My organization treasures diverse opinions and ideas.
3. If I raised a concern about ethics and integrity, I am confident my employer would do what is right.
4. I always trust my organization to be fair to all employees.



“Inclusiveness” Index By Race



Interpretation: Asians feel more inclusivity than Blacks and Whites. Whites feel more inclusivity than Blacks. Differences between other races were not significant.

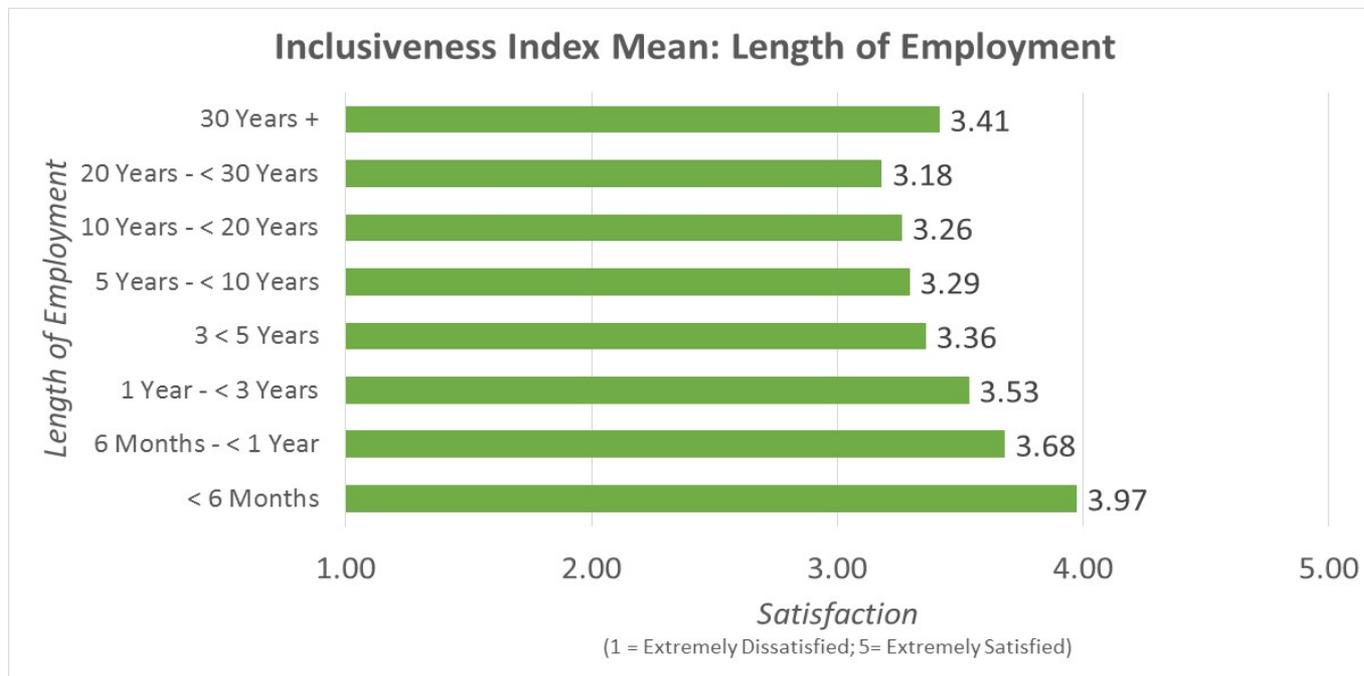


“Inclusiveness Index” By Gender



Interpretation: Men feel a greater sense of inclusiveness compared to women.

“Inclusiveness” Index By Length of Employment



Interpretation: Individuals with under one year of employment at UMB feel a greater sense of inclusivity than those who have worked at UMB for over a year.

Analysis: ANOVA with post-hoc Bonferroni indicate the following: “Less than 6 months” > all lengths of employment greater than 1 year ($p < 0.001$ for all categories); “6 months – 364 days” > “5 years to less than 10 years” ($p = 0.0020$); “6 months – 364 days” > “10 years to less than 20 years” ($p = 0.0010$); “6 months – 364 days” > “20 years to less than 30 years” ($p < 0.0001$);

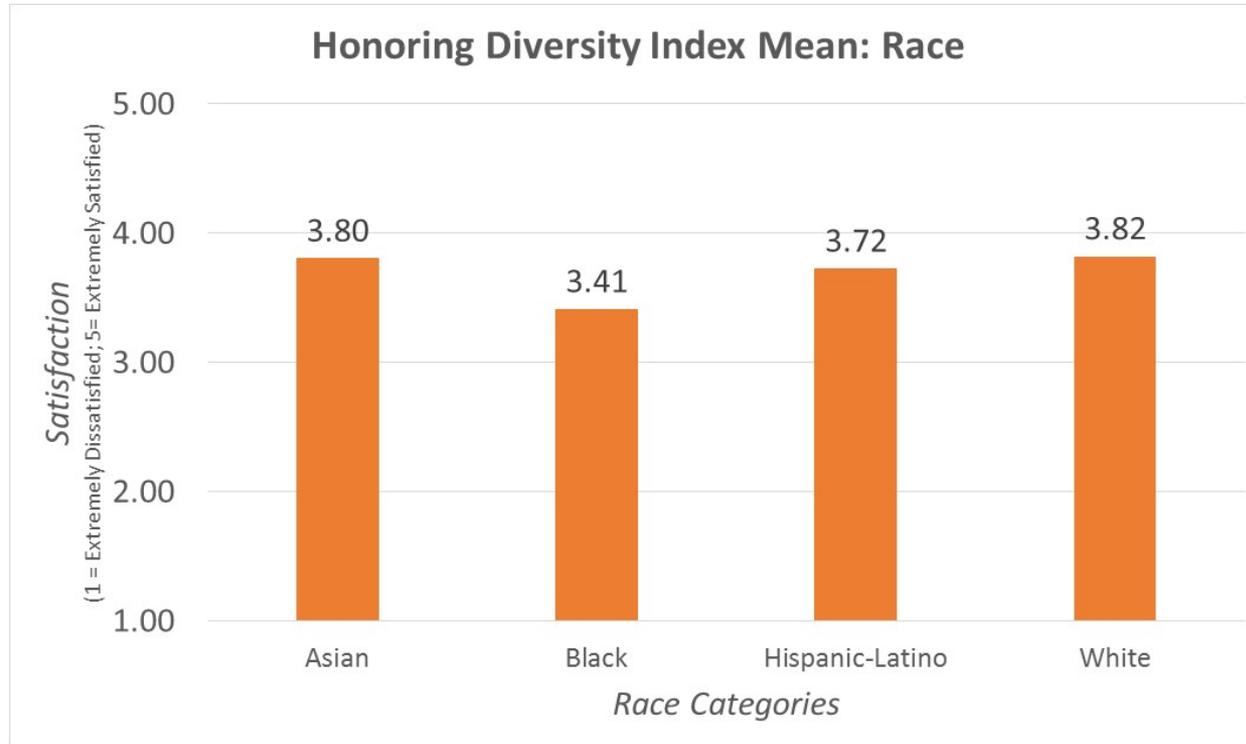


“Honoring Diversity” Index* Questions

1. At UMB, staff and faculty appreciate others whose race/ethnicity is different from their own.
2. Employees of different backgrounds interact well at UMB.
3. Everyone at this organization is treated fairly regardless of ethnic background, race, gender, age, disability or other differences not related to job performance.
4. UMB is making progress with its diversity and inclusion initiatives.
5. UMB respects individuals and values their differences.
6. My school/department promotes diversity and inclusion.
7. UMB provides an environment for the free and open expression of ideas, opinions and beliefs.



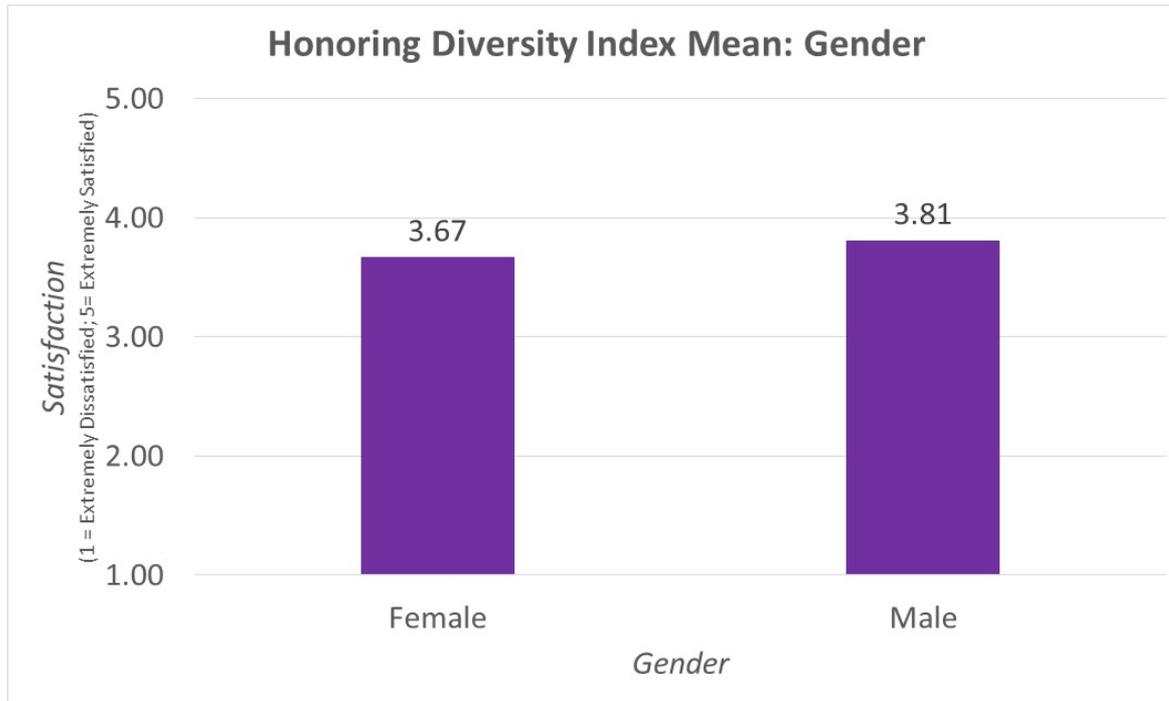
“Honoring Diversity” Index By Race



Interpretation: All other races perceive that UMB honors diversity to a greater extent compared to Black employees.



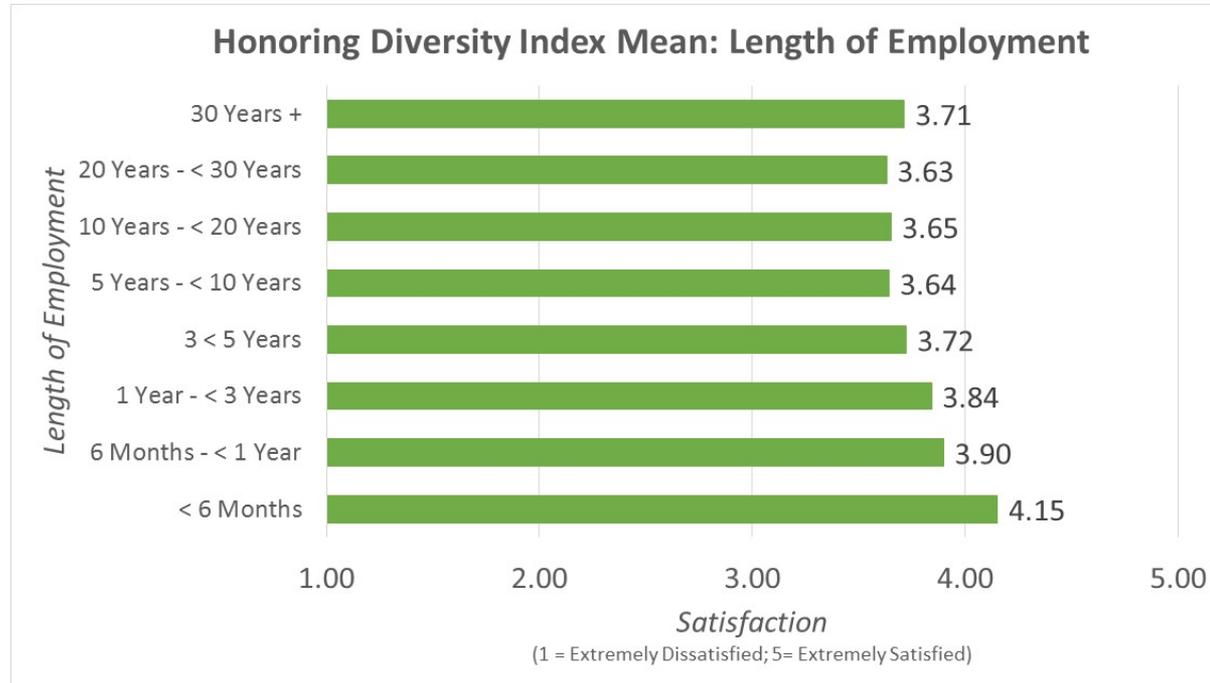
“Honoring Diversity” Index By Gender



Interpretation: Men perceive that UMB is better at honoring diversity compared to women.



“Honoring Diversity” Index By Length of Employment



Interpretation: Employees who have been with UMB less than 6 months are more likely to feel the University honors diversity more than employees in every other length of employment.

Analysis: ANOVA with post-hoc Bonferroni indicate the following: “1 to less than 6 months” > “3 to less than 5 years” ($p = 0.005$); “1 to less than 6 months” > “5 to less than 10 years” ($p < 0.001$); “1 to less than 6 months” > “10 to less than 20 years” ($p < 0.001$); “1 to less than 6 months” > “20 to less than 30 years” ($p < 0.001$); “1 to less than 6 months” > “30 + years” ($p < 0.027$);

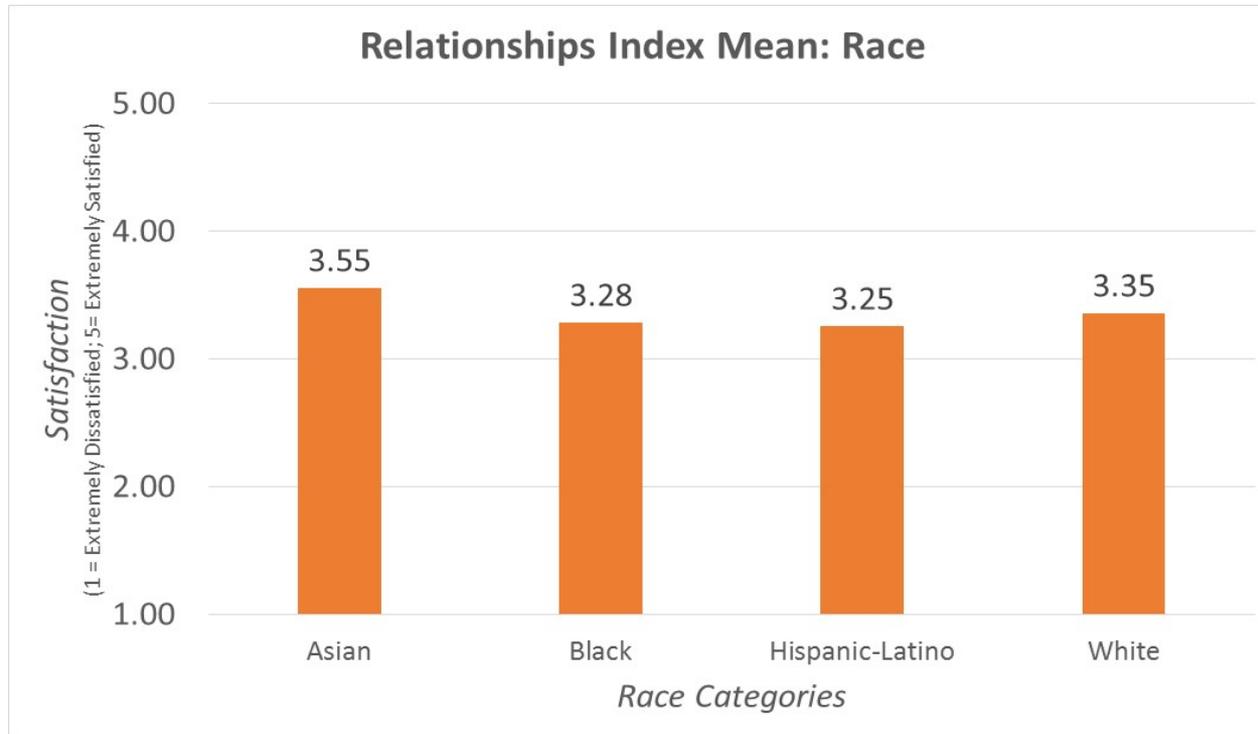


“Confidence in UMB” Index Questions

1. At work, the communication I receive is perfect for me
2. I am asked for my input regarding changes that affect my work.
3. My immediate supervisor keeps me informed about what is going on in this organization.
4. At work, we are direct and honest in our communications.
5. There is open communication throughout all levels of the organization.
6. The leadership of my organization makes me enthusiastic about the future.
7. The leadership of my organization always treats me with respect
8. If I raised a concern about ethics and integrity, I am confident my employer would do what is right.
9. My organization encourages new ideas that defy conventional wisdom.
10. My organization has systems in place to encourage collaboration.
11. There is cooperation between my department and other departments with whom I work.
12. UMB provides me with opportunities to balance my work and personal life.



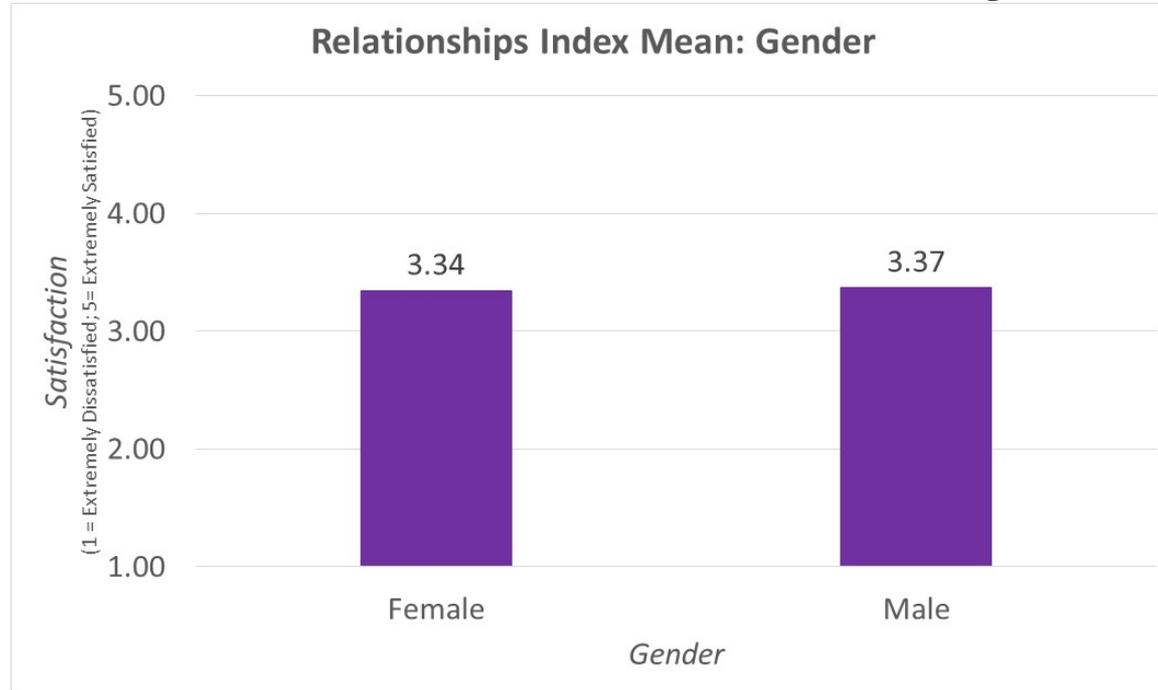
“Confidence in UMB” Index By Race



Interpretation: Asians perceive a better relationship with UMB compared to Black and White employees.



“Confidence in UMB” Index By Gender



Interpretation: There are no meaningful differences between men and women regarding their relationship with UMB.



“Confidence in UMB” Index By Length of Employment



Interpretation: Employees who have been with UMB less than 6 months are more likely to perceive a better relationship with the University compared to every other length of employment.

Analysis: ANOVA with post-hoc Bonferroni indicate the following: “1 to less than 6 months” > “1 year to less than 3 years” (p = 0.001); “1 to less than 6 months” > “3 to less than 5 years” (p < 0.001); “1 to less than 6 months” > “5 to less than 10 years” (p < 0.001); “1 to less than 6 months” > “10 to less than 20 years” (p < 0.001); “1 to less than 6 months” > “20 to less than 30 years” (p < 0.001)

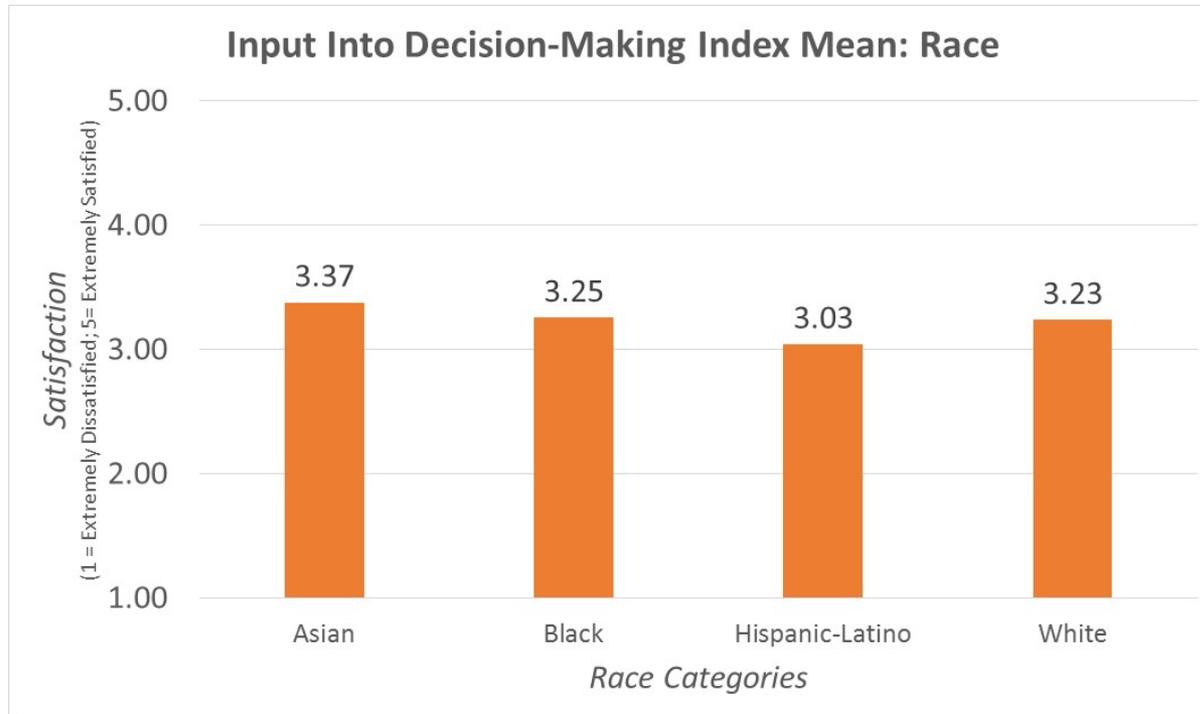


“Input on Decision-Making” Index* Questions

1. I am confident that any input on decision-making I provide to the leadership at the university level will be valued and seriously considered.
2. The leadership at the university level provides adequate opportunity for faculty and staff to provide input on decision-making through the shared governance process.
3. The leadership at the school level provides adequate opportunity for faculty and staff to provide input on decision-making through the shared governance process.
4. I am confident that any input on decision-making I provide to the leadership at the school level will be valued and seriously considered.



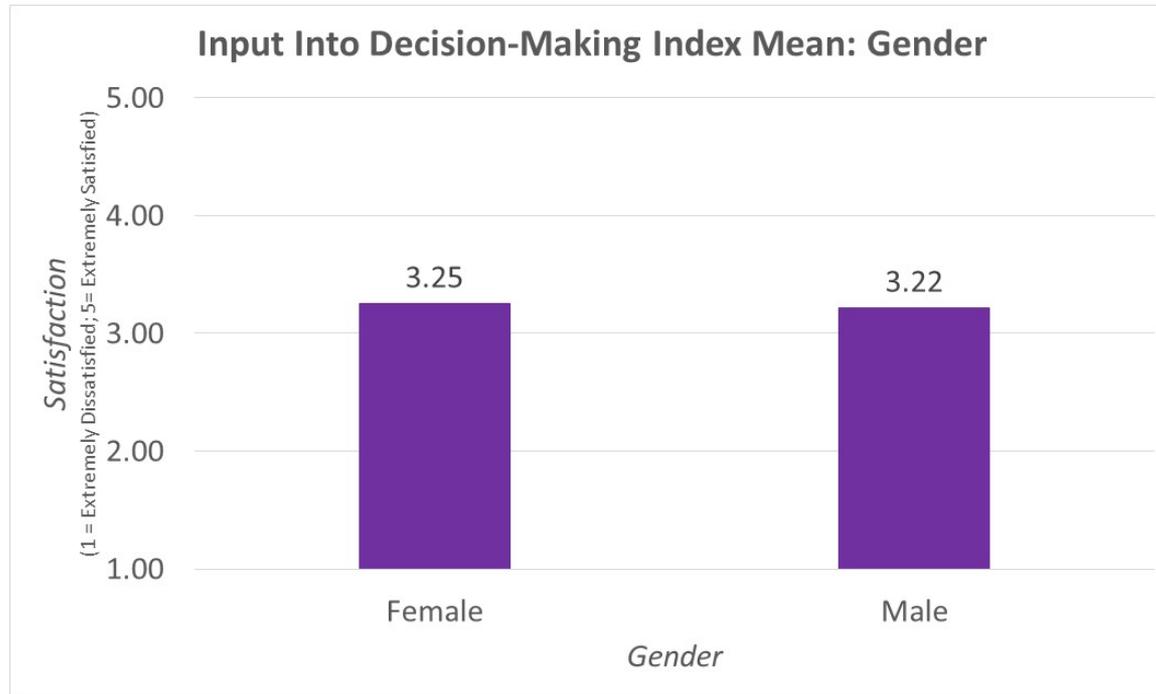
“Input on Decision-Making” Index By Race



Interpretation: There are no meaningful differences by race on how individuals perceive their ability to give input into decision-making.

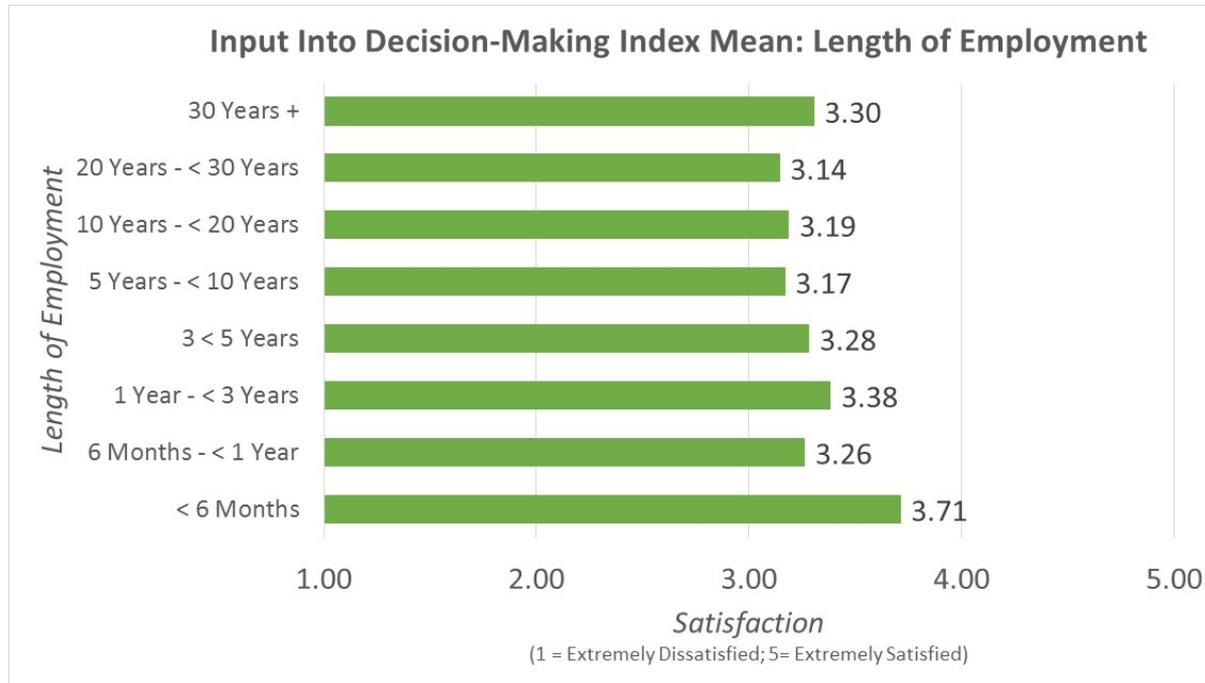


“Input on Decision-Making” Index By Gender



Interpretation: There are no meaningful differences between men and women regarding their perceptions on ability to give input on decision-making.

“Input on Decision-Making” Index By Length of Employment



Interpretation: Employees who have been with UMB less than 6 months are more likely to perceive an ability to give input on decision-making than other employees.

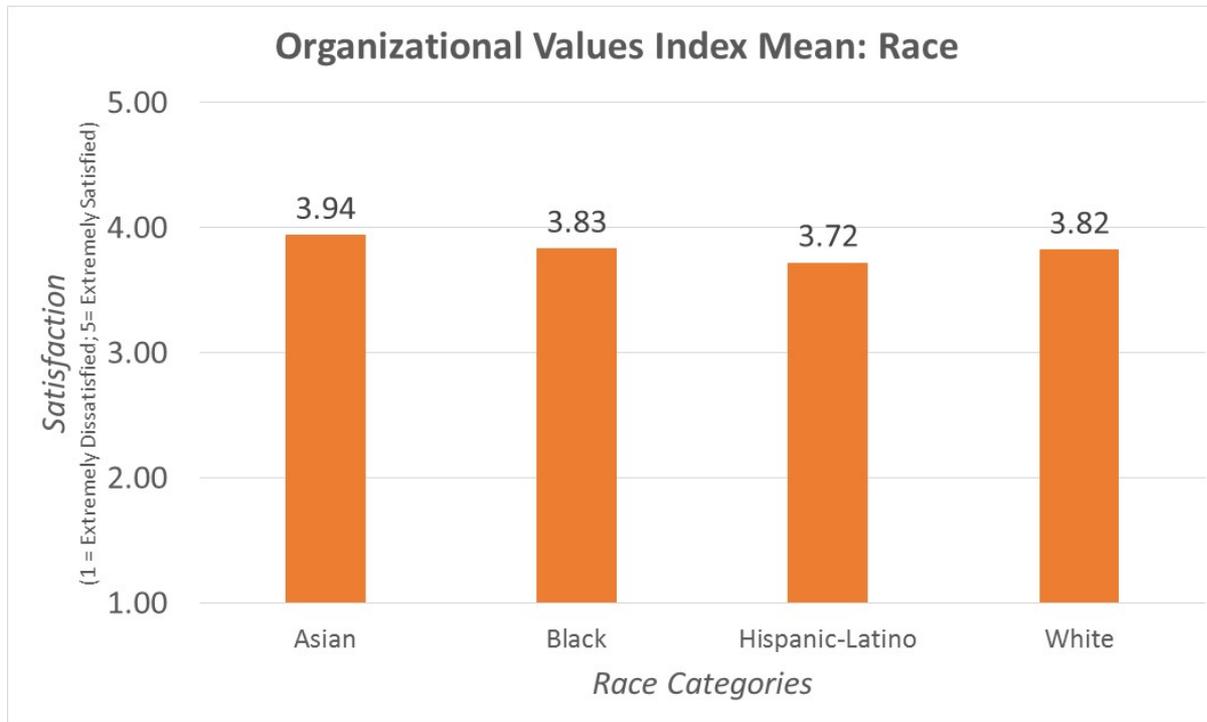
Analysis: ANOVA with post-hoc Bonferroni indicate the following: ANOVA with post-hoc Bonferroni indicate the following: “1 to less than 6 months” > “5 to less than 10 28 years” (p = 0.007); “1 to less than 6 months” > “10 to less than 20 years” (p = 0.012); “1 to less than 6 months” > “20 to less than 30 years” (p = 0.012).

“Organizational Values” Index* Questions

1. I have a good understanding of our organization’s values.
2. I strongly believe in our organization’s values.
3. I understand how the organization’s values impact how I do my job.

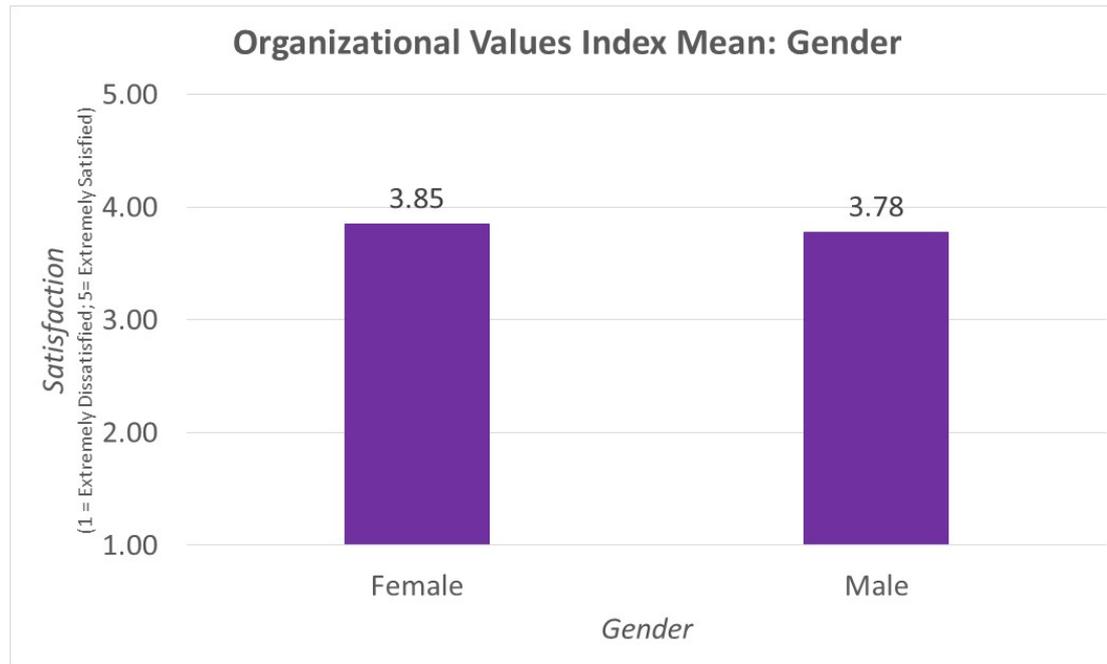


“Organizational Values” Index By Race



Interpretation: There are no meaningful differences by race on how employees perceive UMB’s organizational values.

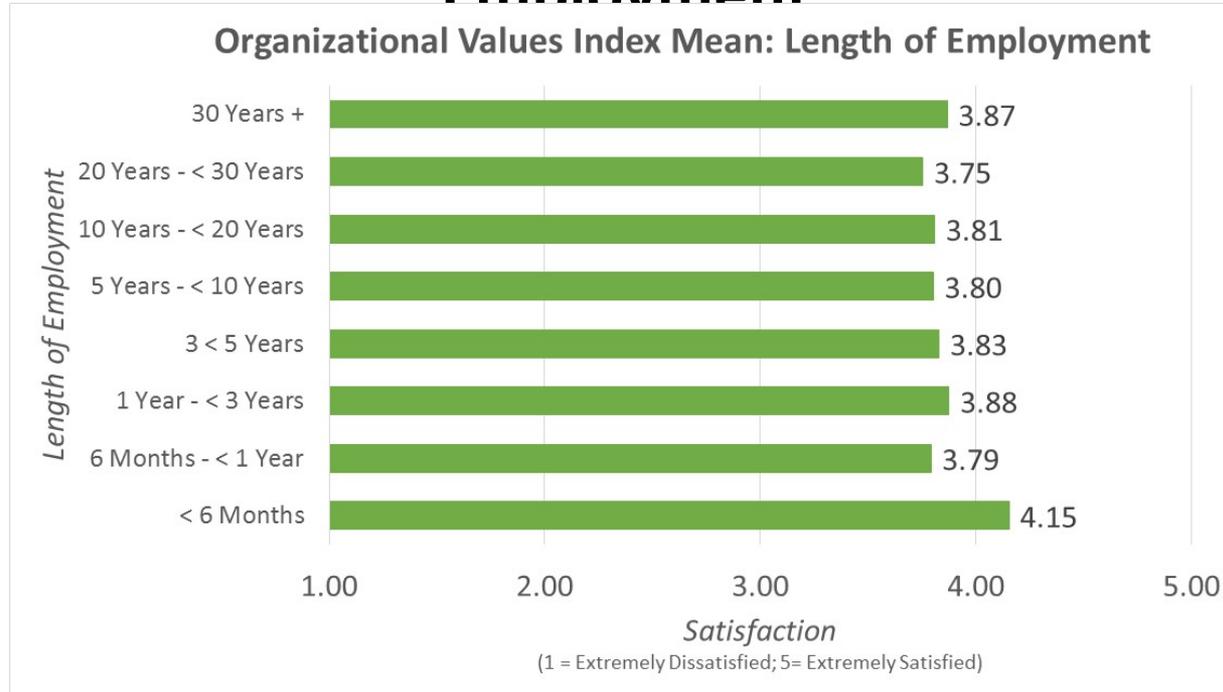
“Organizational Values” Index By Gender



Interpretation: There are no meaningful differences between men and women regarding their perceptions on UMB’s organizational values.



“Organizational Values” Index By Length of Employment



Interpretation: Employees that have been with UMB less than 6 months are more likely to favorably view organizational values compared to other employees.

Analysis: ANOVA with post-hoc Bonferroni indicate the following: ANOVA with post-hoc Bonferroni indicate the following: “1 to less than 6 months” > “5 to less than 10 32 years” (p = 0.033); “1 to less than 6 months” > “10 to less than 20 years” (p = 0.040); “1 to less than 6 months” > “20 to less than 30 years” (p = 0.024)

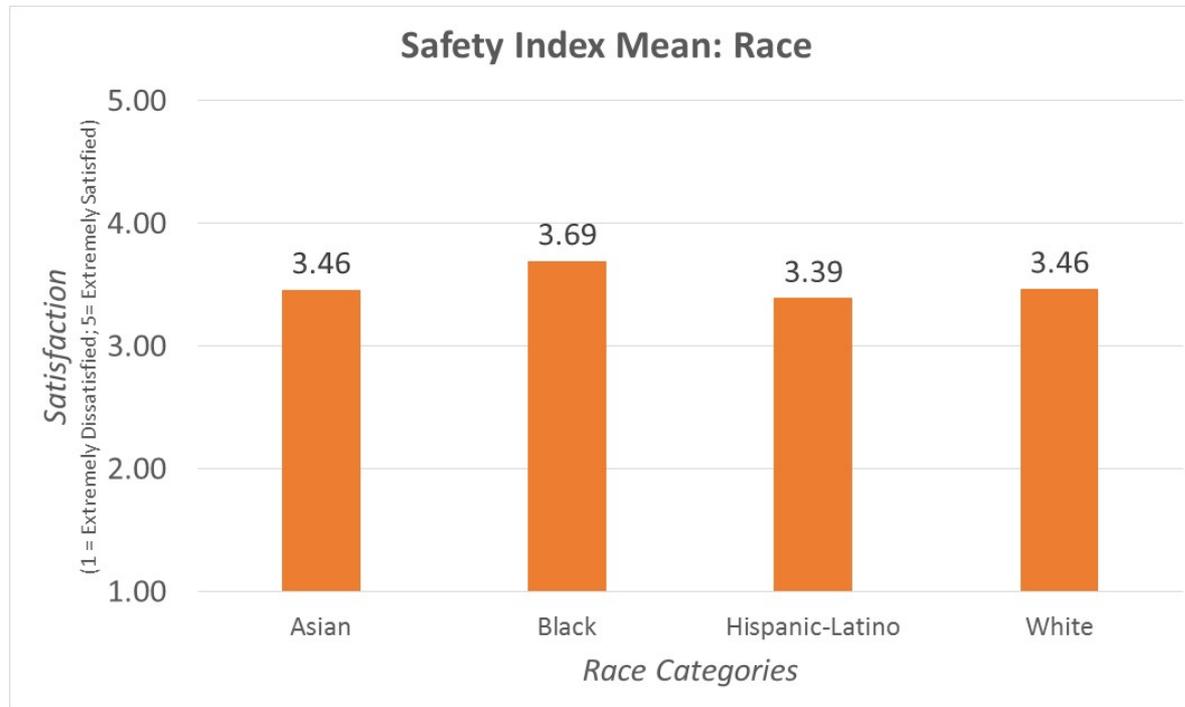


“Safety” Index* Questions

1. I feel safe on UMB’s campus.
2. I feel safe in my work environment.



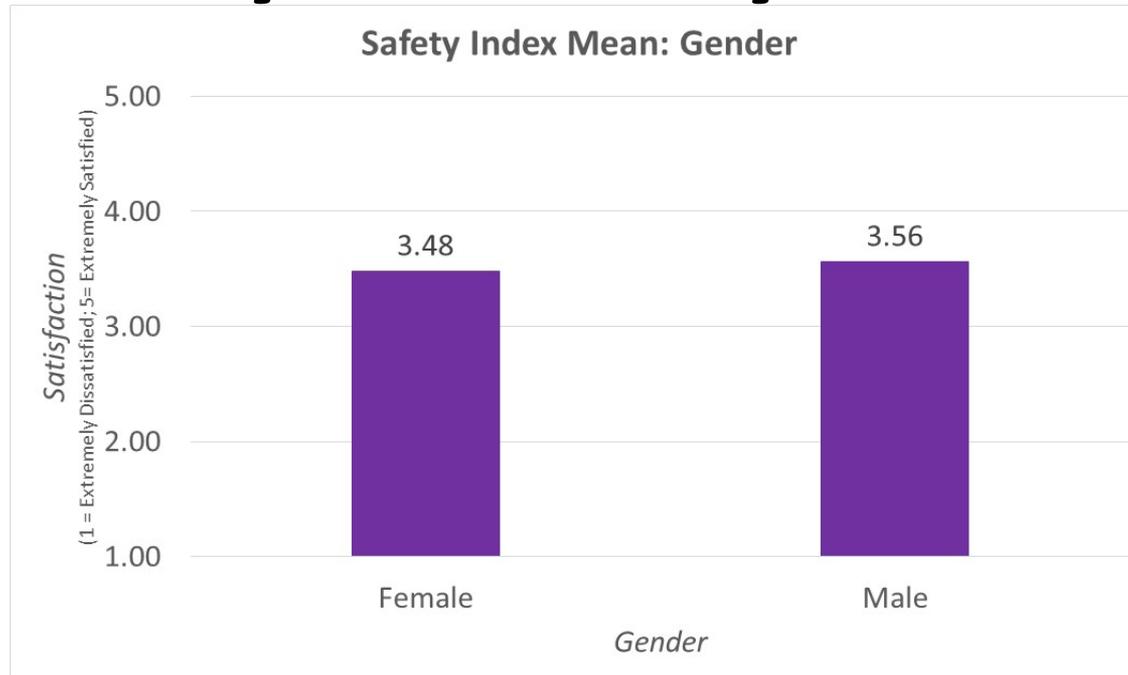
“Safety” Index By Race



Interpretation: Black employees feel safer compared to the other races.



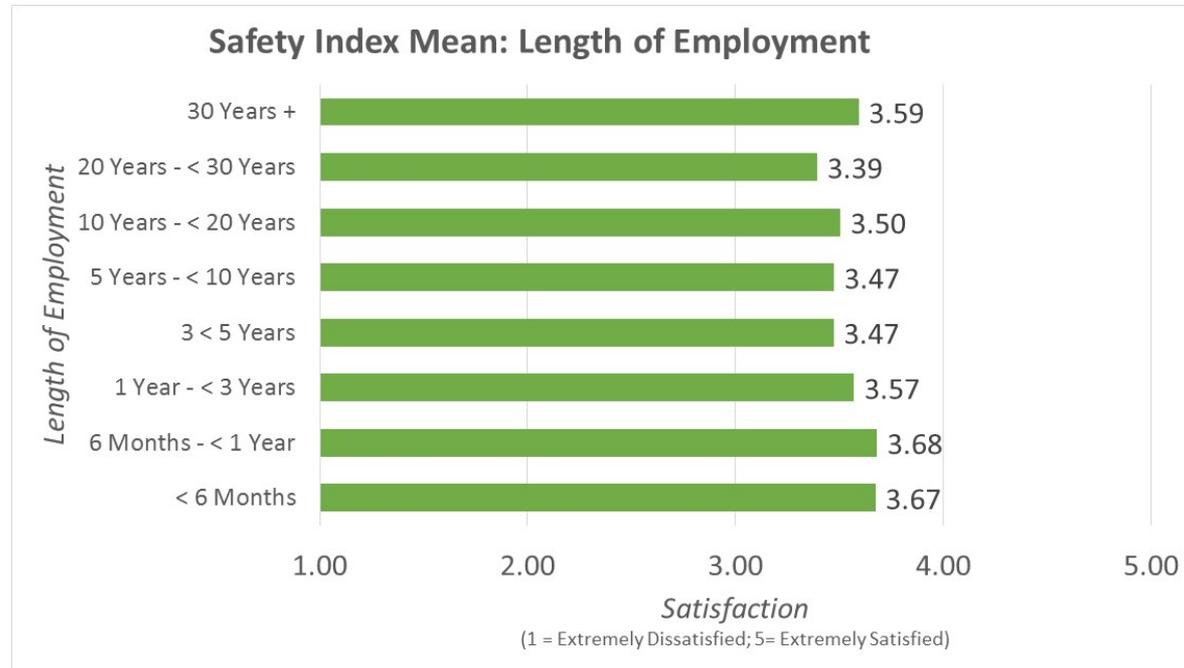
“Safety” Index By Gender



Interpretation: Men feel safer than women.

Analysis: Independent sample t-test with post-hoc Levene’s Test for Equality of Variances indicate that men > women ($p = 0.049$).

“Safety” Index By Length of Employment



Interpretation: Sense of safety is not perceived differently depending on length of employment at UMB.



High Level Summary of Findings

- Differences were detected by race, gender, age, and length of employment in all of the indices.
- The differences between the groups were small* in every index measured. This indicates that there was not much difference in how groups perceived the climate at UMB.
- The only exception was in the ‘honoring diversity’ index in which a moderate difference was found between men and women. Men perceived UMB to be better at honoring diversity compared to women.

*As defined by effect size calculations of Eta² and Cohen’s d.



Recommended Next Steps

- **Communicate findings to the University community**
 - Several modes of communication should be deployed including Presidential Town Halls, Email from the President’s Office, Education Sessions held by the DAC, quarterly meetings with affinity groups.
 - Make the survey data and analyses completed to date available on the DAC website.
- **Understanding Root Causes**
 - Conduct qualitative interviews and/or focus groups with faculty/staff to understand root causes for the variances in feeling of satisfaction across the indices.
- **Implement Affinity Groups**
 - Affinity groups can be developed to create a space where groups of employees can connect and work together to further the institution’s diversity and inclusion mission. The most successful affinity groups require alignment of the group’s mission with the institution’s mission and annual strategic priorities. Princeton and Georgia Tech have best practices with developing metrics for affinity groups that are tied to the institution’s annual plan. Additionally, affinity groups should have visible support and accountability from leadership such as a member of the C-suite being responsible for the group’s success.



Recommended Next Steps, *continued*

- **Build Diversity and Inclusion Priorities into Recruitment**
 - Add language to job ad signaling a special interest in candidates who contribute to the department’s diversity priorities. Ex: “The search committee is especially interested in candidates who, through their research, teaching, and/or service, will contribute to the diversity and excellence of the academic community.”
 - Create and disseminate best practices for creating inclusive search committees, attracting diverse candidates, and eliminating bias from candidate selection.
 - Language inviting applicants to include diversity statements about how their work or research will support the school’s diversity and inclusion values. Ex: “Applicants are encouraged to describe in their letter of intent how their leadership/scholarship contributes to building and supporting diverse communities.”
 - Consider candidate’s record of working with diverse students and diversity-related research.
- **Develop Inclusive and Engaging Leaders**
 - Research has shown that learning interventions are an accelerant to improving organizational culture. The Graduate School is currently developing a certificate program as well as modules for employee training in cultural competency. The goal is to provide the necessary knowledge, skills, tools and resources to improve inclusiveness at UMB.
- **Check-in and Follow-Up:**
 - Utilize pulse checks (surveys, roundtables, etc.) to assess the degree to which employees have received feedback on the survey results and whether changes are being felt throughout the organization.