

# THE EMPLOYEE ENGAGEMENT SURVEY RESULTS

## EXECUTIVE SUMMARY

### A. Overview of the Survey Process

This survey was conducted online between February 4<sup>th</sup> and February 21<sup>st</sup>, 2008, by Mercer LLC, an independent Human Resources consulting company. Also participating were 6 other BC Colleges.

The survey contained 77 questions grouped into 14 themes, or dimensions. These dimensions are:

- My Organization as a place to work
- About your job
- Teamwork and co-operation
- Workplace safety and personal security
- Fairness, integrity and ethics
- Communication
- Work-life balance
- Career/training and development
- Performance management
- Benefits communication
- Leadership, mission, values
- Administration and management
- Tools and resources
- Employee commitment and satisfaction

Of the 383 employees who were invited to participate, 218 responded; that is an overall 57% response rate, highest among participating BC Colleges. The response rate is fairly constant among all employee groups: Exempt – 57% (21 responses); Instructional staff – 58% (126 responses) and Support staff – 56% (70 responses).

In their report to Selkirk College, Mercer sorted the survey data 6 different ways: 1) the College as a whole, with comparative data from the other BC Colleges; 2) by employee groups; 3) by employment status (i.e. regular versus non-regular); 4) by percentage appointment; 5) by age groups and 6) by years of service.

### B. Summary of the results

In order to keep this summary brief, the results are reported primarily from two points-of-view: 1) the College as whole and 2) results broken down by employee groups.

#### 1. Selkirk College as a whole

Comparing the percentage of favourable responses from Selkirk College employees to those of the other BC Colleges who participated in the same survey, the data shows that Selkirk scored higher on 2 of the 14 dimensions and lower on the other 12, although, in some cases, by just one or two percentage points.

Mercer suggests that survey data can generally be interpreted as follows: areas of strength can be identified from responses that are 70% or more favourable; opportunities for improvement can be identified either from responses that are 50% or less favourable, or from responses that are 30% or more neutral.

Based on these guidelines, Selkirk College's areas of strength are found in 3 of the 14 dimensions:

- Benefits communications (80% favourable)
- Employee commitment and satisfaction (73% favourable)
- About my job (70% favourable)

Similarly, the opportunities for greatest improvement are found in 6 of the 14 dimensions:

- Communication (45% favourable)
- Teamwork and cooperation (38% favourable)
- Administration/management (42% favourable)
- Leadership, mission and values (30% favourable)
- Career training and development (40% favourable)
- Performance management (37% favourable)

#### 2. Results by employee groups

Support staff had significantly fewer favourable responses on 4 of the 14 dimensions, and significantly higher unfavourable responses on 2 of the dimensions.

- My organization as a place to work

- Teamwork and cooperation
- Fairness, integrity and ethics
- Communication (had both fewer favourable and more unfavourable responses)
- Administration/management

Exempt staff rated the “Teamwork and cooperation” dimension significantly above other employee groups.

There were no statistically significant differences in the ratings of instructional staff on any of the dimensions, as compared to other employee groups.

### 3. Top and bottom ten scores

The top and bottom ten responses to individual survey questions are listed in the table below.

Q #	Question	Score
70	I am motivated to do my best to provide quality service to students.	92
49	I can easily find out answers to questions I have about my benefits package.	88
7	I like the people with whom I work.	86
8	My work gives me a feeling of personal accomplishment.	86
69	I am willing to "go the extra mile" to help my organization succeed.	82
50	I have a good understanding of what benefits are available to me.	81
48	My organization has done a good job of communicating information about our benefits.	81
40	I have a clear understanding of what I'm expected to do in my job.	80
76	I have enough flexibility in my job to do what is necessary to provide good service.	80
9	My job makes good use of my skills and abilities.	80
18	My manager does a good job of building teamwork between our department and other departments.	29
16	Teamwork and cooperation are rewarded.	26
44	My last performance evaluation was helpful in identifying actions I could take to improve my performance.	23
38	My organization is doing a good job of developing its people to their full potential.	22
54	Senior leadership at my organization does a good job of confronting issues before they become major problems.	22
61	My administrator/manager regularly coaches me on improving my performance.	21
56	Senior leadership at my organization does a good job of understanding the problems that employees experience in their jobs.	19
39	My organization is doing a good job of retaining its most talented people.	17
43	Our performance evaluation process adequately distinguishes among poor, average, and good performers.	10
46	Promotions are given to the most qualified employees at my organization.	8

### C. Conclusions

The survey results confirm that Selkirk College employees are committed to the College and its students and generally enjoy their work. Opportunities for improvement come from 6 dimensions that can be grouped into three general themes:

- 1) **Communications**: includes “Communications” and “Teamwork and cooperation”;
- 2) **Employee development**; includes “Performance management” and “Career training and development” and
- 3) **Leadership**: includes “Administration/management” and “Leadership, mission and values”.

These three themes will form the basis of our work to improve employee engagement at Selkirk College. We look forward to working with all of you to make Selkirk a better work place for all of us.

Note: The full report, broken into sections for easier reading and/or printing, may be viewed online at “[internal.selkirk.ca](http://internal.selkirk.ca)”. Login to the site by using your Novell username and password and then go to “Human Resources”. Once you are in the Human Resources section, go to “HR Reports”. If you have any problems accessing the report, please contact IT Services. A hard copy is also available in each College library and/or Centre.