

## **Executive Summary of 2017 CEHD Staff Climate Survey**

**Presented to:** Dr. Paul Alberto, CEHD Dean

**Presented by:** Katie Lowry, CEHD Staff Council Chair

**Date:** March 28, 2017

At the direction of Dean Paul Alberto, the CEHD Staff Council was tasked to construct a staff climate survey. The climate survey was drafted and evaluated, amended, and approved by the CEHD Chair's Council. The 33 question survey was administered via e-mail on February 17, 2017 and was closed on March 3, 2017.

The results presented in this report are based on responses from 54 CEHD staff members. It is important to note there were a total of 173 staff members employed in the CEHD as of 3/3/17 (per Glenda Haliburton, HR Officer CEHD). Of the 173 CEHD staff members, 44 staff members are sponsor-funded and 129 are state-funded staff members.

The response rate @ 177 is 30.51%, @ 173 is 31.22%, and @ 129 is 41.86%.

The CEHD staff council finds the lack of response to be of concern. Some staff members who did not participate in the survey state they didn't think taking the survey would make a difference. We again find this lack of engagement concerning, however, the CEHD response rate is not out of step with the GSU staff survey response rate. In 2011 the GSU staff survey was 37.6% and in 2013 is was 48.0% the results from the 2016 GSU survey have not been published.

In order to analyze the data, the survey was broken into 5 themes to include: Job Satisfaction, Leadership, Development, Communication, and Culture.

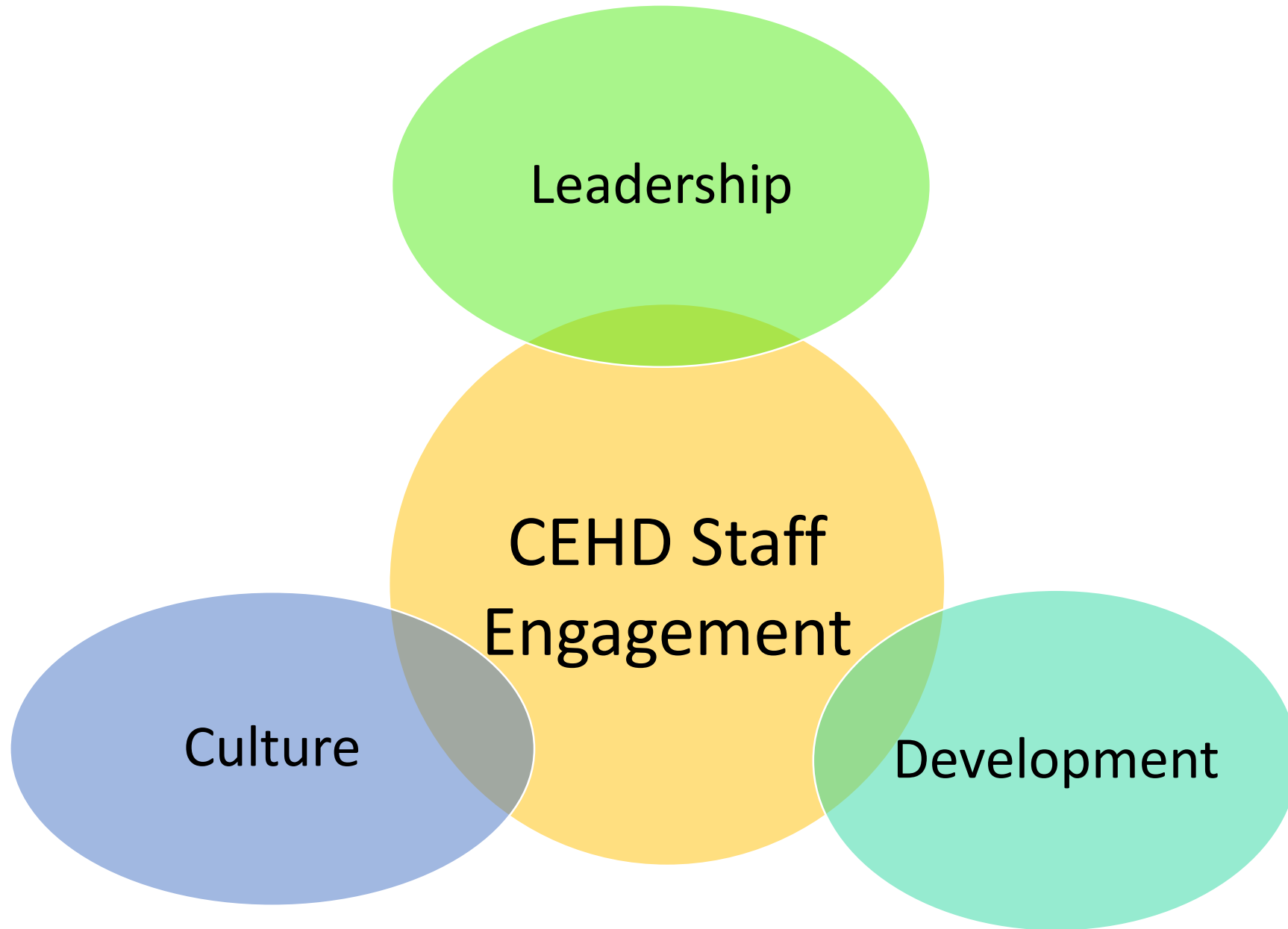
A Likert scale was used on all but 4 survey questions (38, 60, 62, & 64). Most respondents report they Agree or Strongly Agree with the questions. However, the staff council is concerned about the numerous negative comments respondents report which center around the following areas:

- Perceived lack of respect for staff by faculty and leadership
- Perceived lack of opportunity for professional growth and development
- Low staff morale, i.e. staff feeling underappreciated and devalued
- Perceived lack of opportunity for promotion

It is our recommendation to consider engaging the following departments directly responsible for areas of concern for their support and guidance in addressing these challenges.

- For building better rapport between faculty and staff – **Employee Relations** with Director Ivy (Scott) Gardner
- For opportunities for career promotion, **Classification and Compensation** with Director Miriam Jackson in terms of Career Pathing
- For professional growth and development, **Organizational Development and Consulting Services** with Training and Development Manager Doug Samuels (training workshops and leadership certificate programs)
- For low morale/feeling underappreciated and devalued (research/review higher education recognition and reward programs and change management for cultural shift) **Organizational Development & Change Management** Consultant Patsi Turner
- For conflict resolution and mediation, **Office of the Ombudsperson**, Kelley Alexander
- For issues of equity, **Affirmative Action/Equal Employment Opportunity**, Annette Butler.

The following visual analysis is a visual representation the current state, future state, and strategy to engage the CEHD staff through leadership, culture, and development:



## CEHD Staff Council Recommendations based on 2017 Staff Climate Survey

### Leadership

**Current State:** There are currently 50 Staff Supervisors in the CEHD. The CEHD does not require supervisors to attend leadership training. Therefore, supervisors may not have all the tools and resources they need to manage staff effectively.

**Future State:** All CEHD supervisors have the necessary resources, tools, and skills to supervise, coach, and lead their staff effectively this includes retaining talented staff and dealing with poor performance.

**Strategy:** Work with the Department of Organizational Development and Consulting Services to provide training and analyze current functioning of departments and units.

### Culture

**Current State:** Staff members feel they are not respected by faculty and are not valued as contributing members of the CEHD.

**Future State:** CEHD staff are respected and valued for their work and are treated as colleagues and collaborators.

**Strategy:** Work with Office of Employee Relations, Organizational Development & Consulting Services, and the Office of the Ombudsperson to strategize how we can create a culture of inclusion, respect, and collaboration among Faculty and Staff

### Development

**Current State:** No formal structure for career paths and promotion, mentoring, and training for staff.

**Future State:** Staff receive appropriate training and are encouraged and supported by supervisors to attend training. Staff know what career opportunities are available to them and work with a mentor to achieve their goals.

**Strategy:** Work with the Office of Classification and Compensation and Organizational Development in order to offer appropriate training and career pathing for staff.