



# Universitywide Engagement and Leader Survey Spring 2021

Version: All University Responses Combined (final)

4/22/2021

The following report provides an in-depth view into results from the 2021 Universitywide Engagement and Leader Survey which ran from January 18th to January 29th, 2021 at MSU Denver. Results are here based on respondents from all areas of the University combined. This includes all faculty, staff, and student employees. Other versions of this report will also be provided for the major divisions of the University, as well as to supervisors who received 5 or more responses. The overall response rate this year was **53% (n = 1,430)**. Data from this survey focuses on employee engagement levels as well as leadership data on relationships of employees with supervisors. For this version, only results to the Leader portion focused on "supervisors" has been included, and not leader results for those reporting to Chairs or Deans (these are aggregated in separate college/school and department reports).

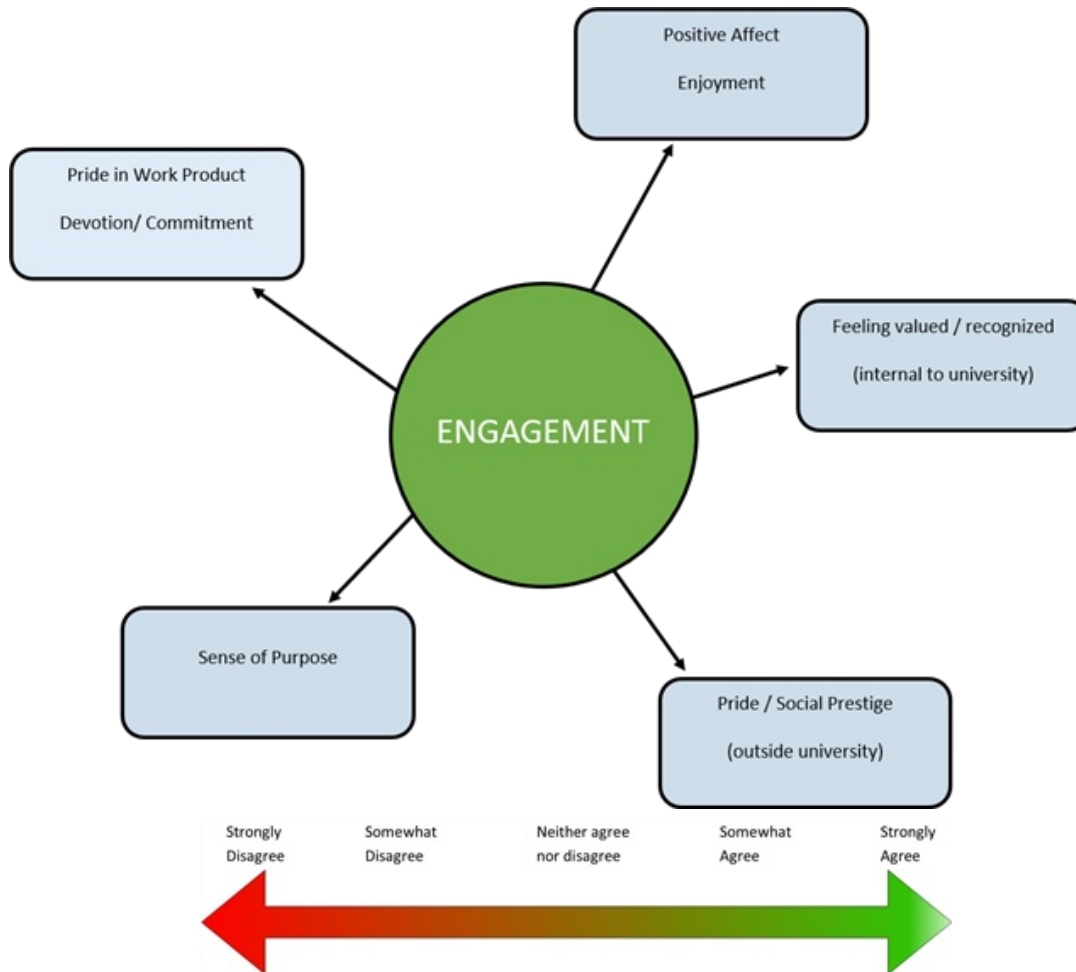
In what follows, "Agreement" groups together responses of statements of "Agree" or "Strongly Agree". "Disagreement" groups together responses of "Disagree" and "Strongly Disagree"

The Likert agreement scale was converted into numerical values of 4 for Strongly Agree down to 0 for Strongly Disagree for purposes of providing data on averages and for statistical significance testing. Engagement indices (university-level, department-level, and overall) were constructed for each respondent by summing their responses to the respective engagement area and multiplying by five. Statistical testing includes Kruskal-Wallis and post hoc testing via Dunn-Bonferroni where appropriate. Key Driver analysis conducted using Johnson's Relative Weights.



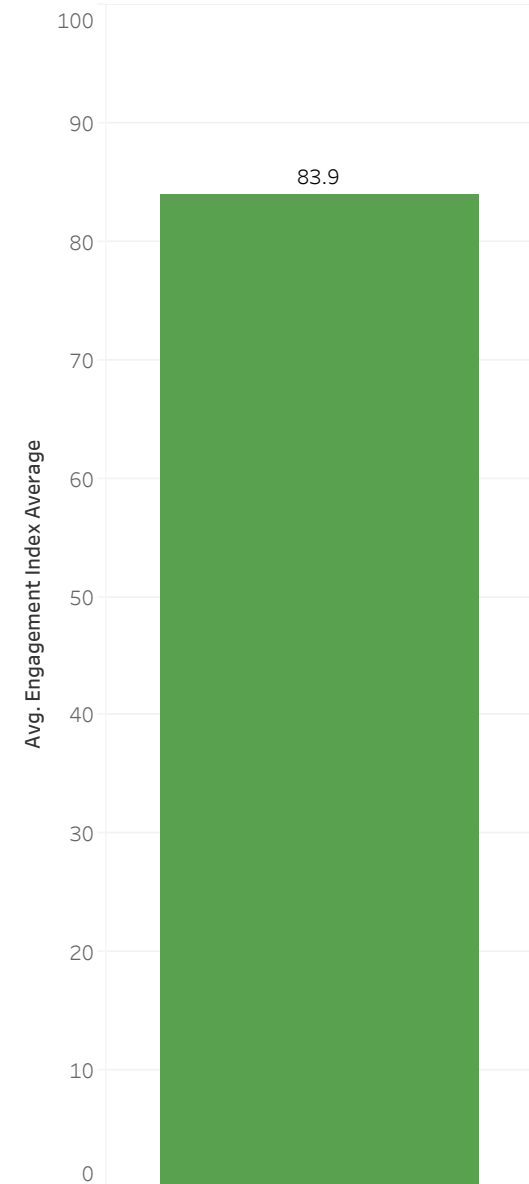
Engagement indices focus on different facets of employee life. Our current engagement index methodology focuses on five elements/facets of engagement (see below). On the basis of employee responses in these five areas, a 100 point index has been established. If everyone was completely engaged in every facet of their job (e.g., fully committed and "in-the-zone"), we would expect this index to be close to 100%. If we were all fully disengaged (e.g., completely "checked out"), this index would be closer to 0%.

This year, we can say that the University as a whole is 83.9% engaged.



## Overall Engagement Index

Average of Department-Level and University Level Indices  
100 Point Scale





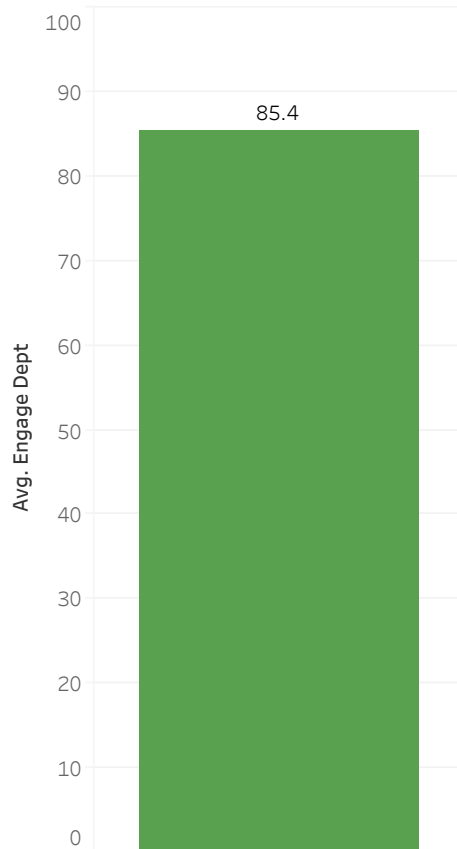
## Department Engagement

There are two primary types of engagement factoring into our overall index. The first set of measures focus on more "local," department-level engagement, and the second set of measures focus on university-level engagement. Everything on the current page refers to department-level engagement.

The left (green) bar represents an aggregate 100 point index of department-level engagement. The right (blue) bars represent five different facets contributing to our engagement index at the department-level.

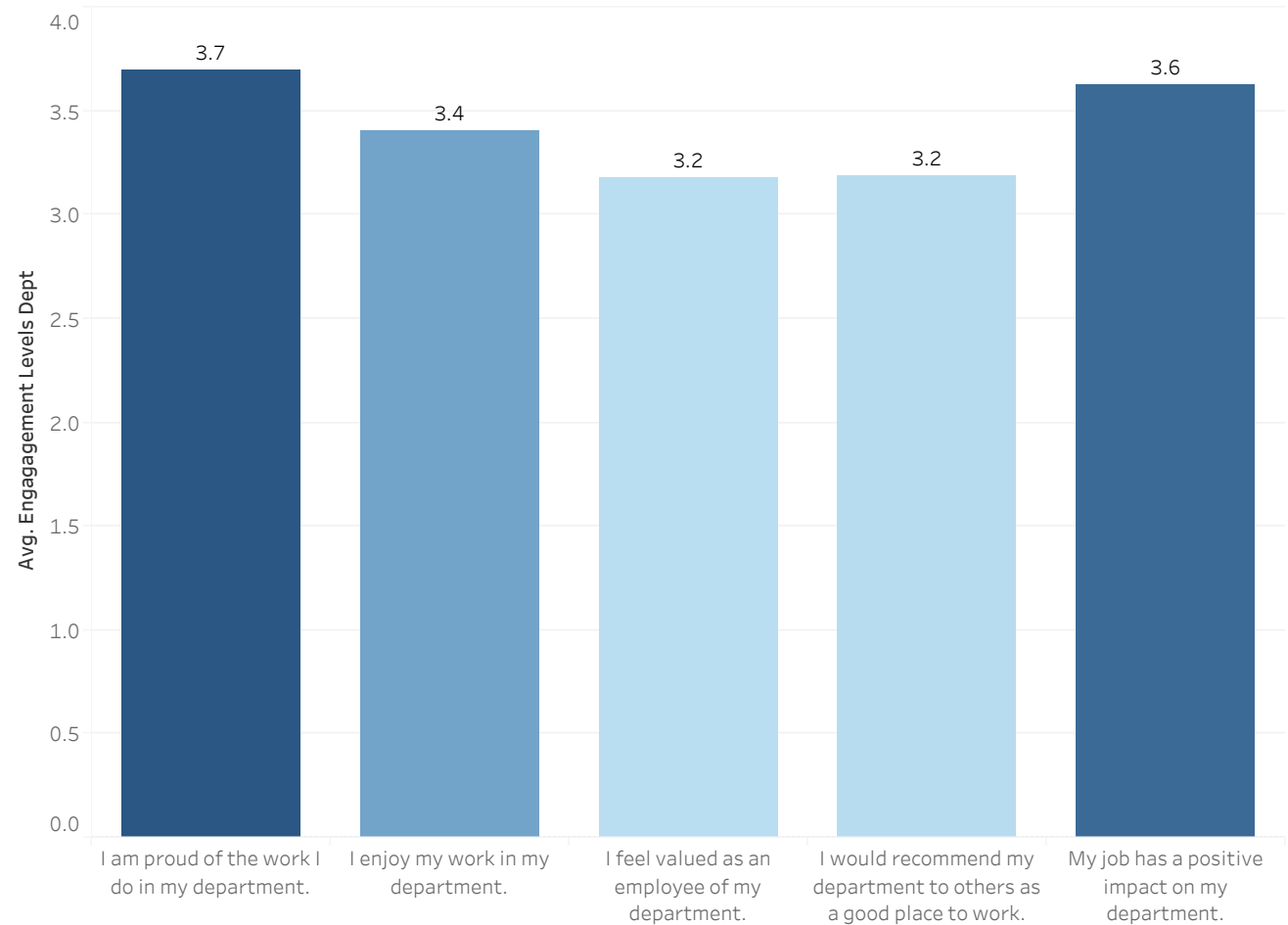
### Overall Department-Level Engagement Index

100 Point Scale



### Comparing Averages for Elements of the Department-Level Engagement Index

Based on 5 Point Agreement - Disagreement Likert Scale (0 - 4)



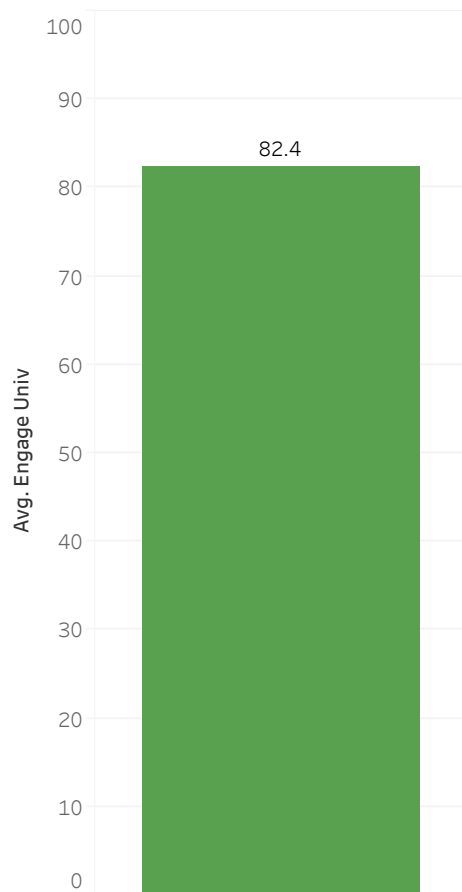


# University Engagement

The left (green) bar represents an aggregate 100 point index of university-level engagement. The right (blue) bars represent five different facets contributing to our engagement index at the university-level.

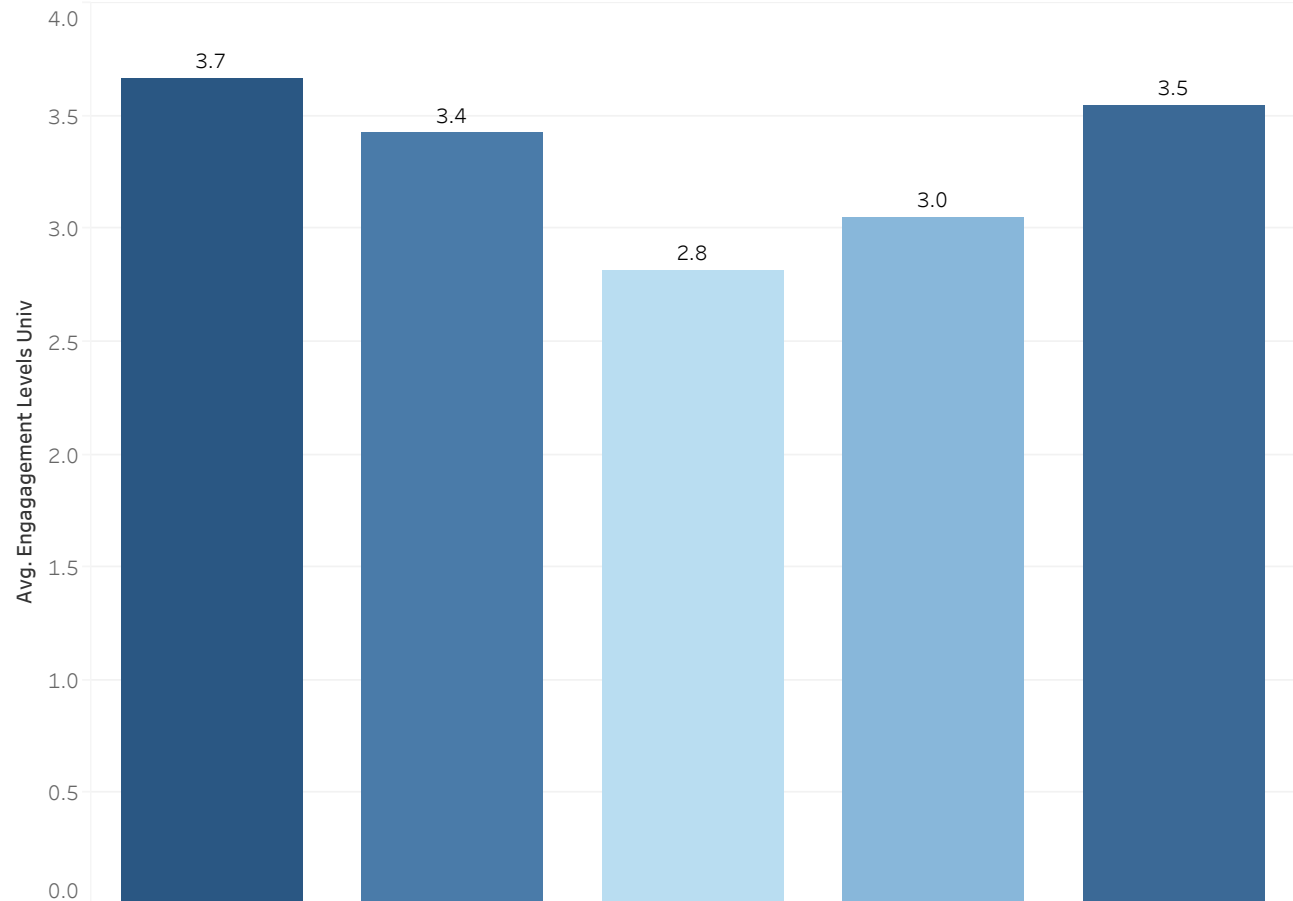
## Overall University-Level Engagement Index

100 Point Scale



## Comparing Averages for Elements of the University-Level Engagement Index

Based on 5 Point Agreement - Disagreement Likert Scale (0 - 4)



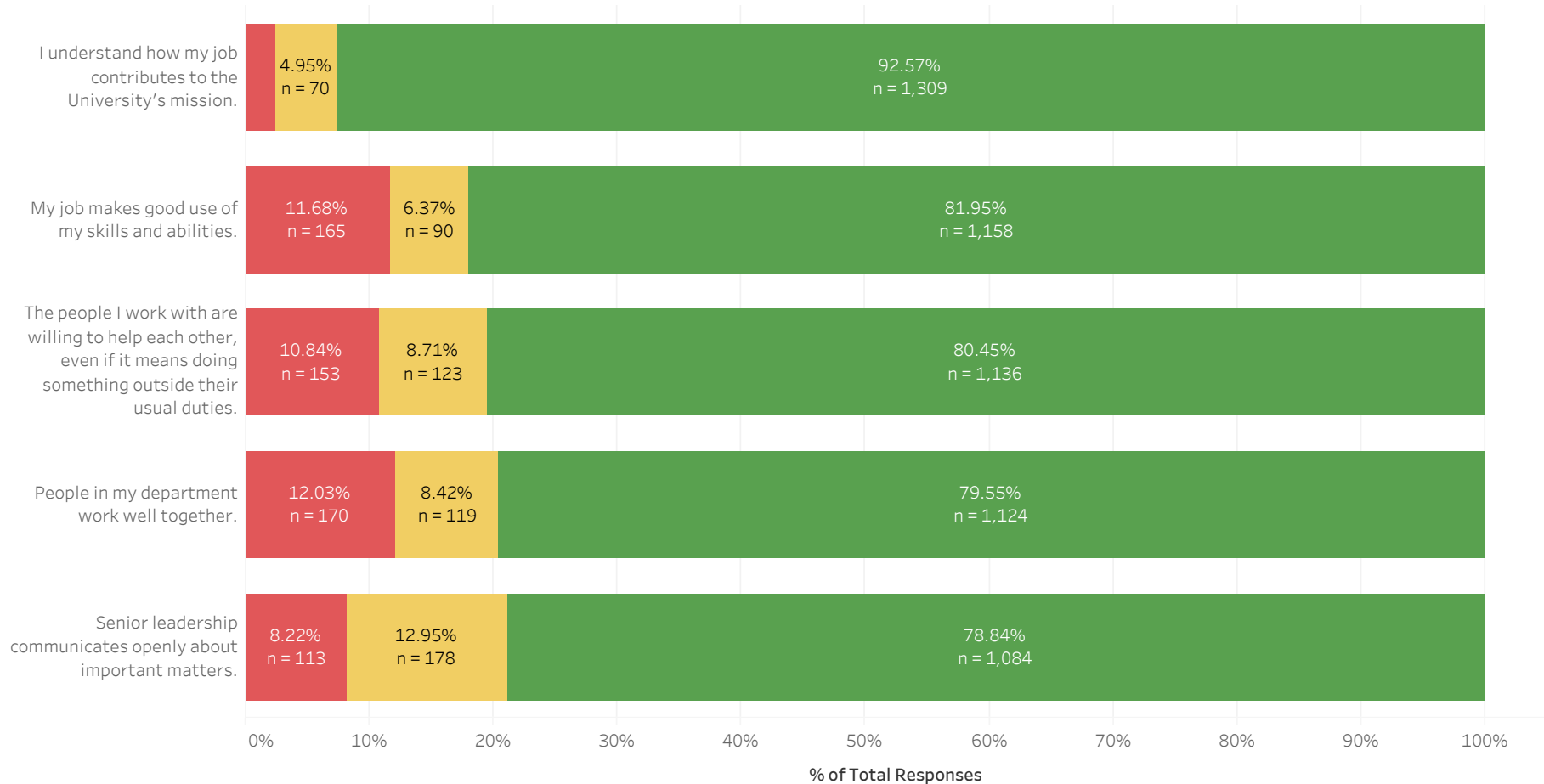
In general, employees currently have higher levels of engagement at the department level as opposed to the university level.

## Areas for Celebration

The following statements represent the top 5 areas where the University as a whole is doing best this year.

### Engagement Survey Questions with the Highest Levels of Positivity

(sorted from high to low)

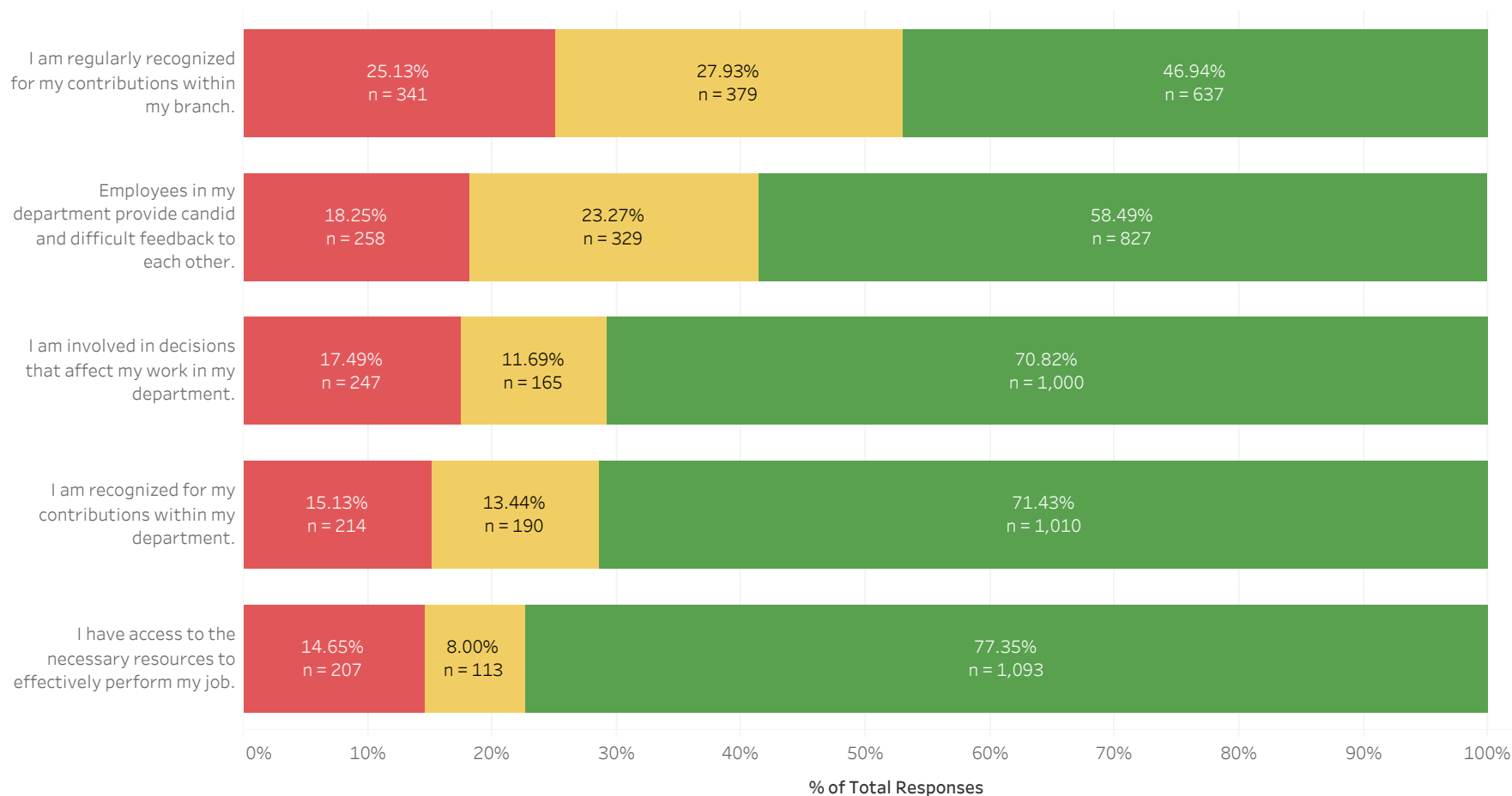


## Areas for Improvement

The following statements represent the bottom 5 areas where the University as a whole has the largest proportion of disagreement/negativity.

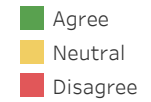
### Engagement Survey Questions with the Highest Levels of Negativity

(sorted from high to low)



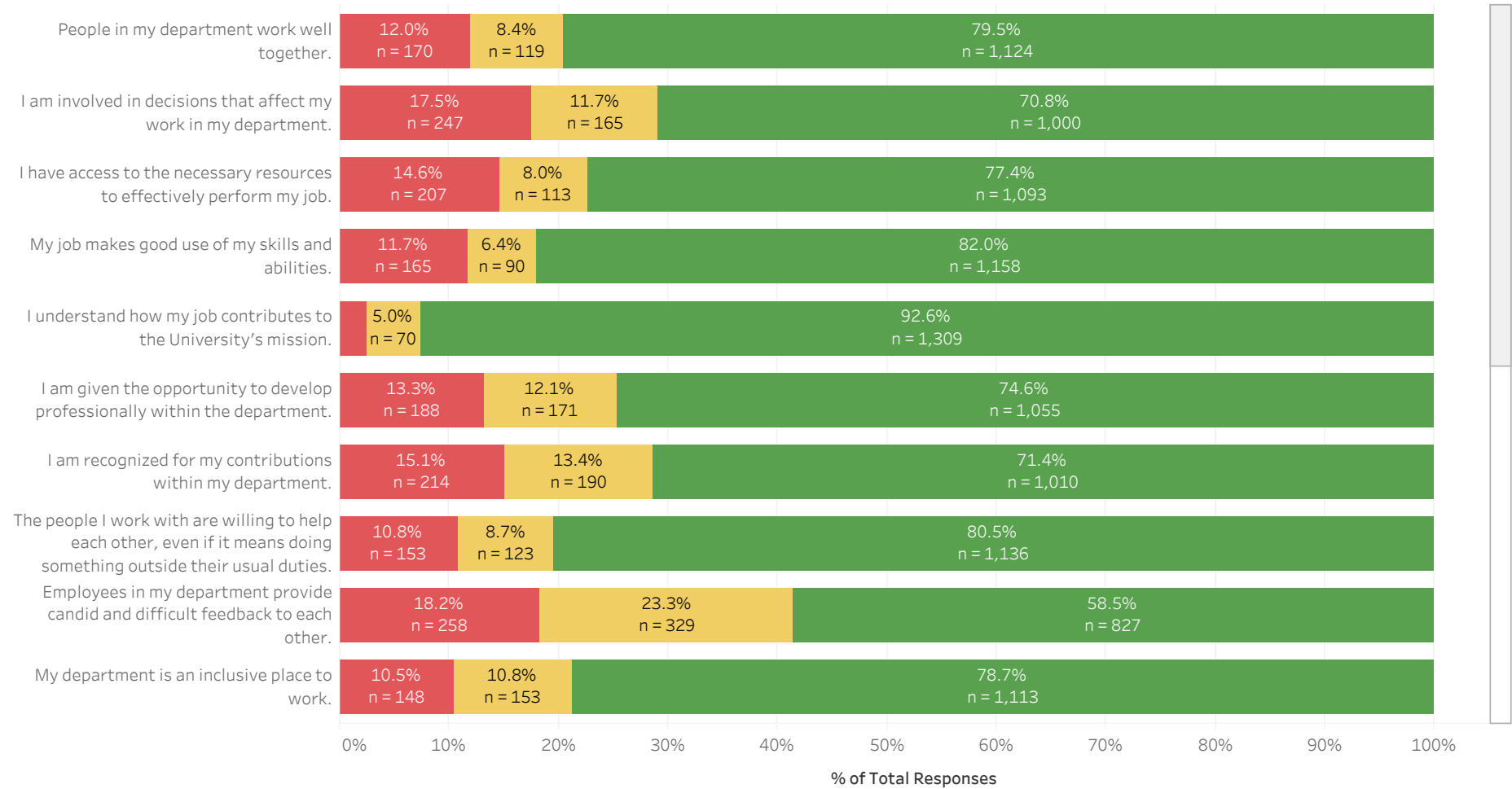


Area  
All



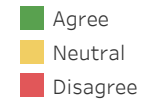
## Engagement Survey Questions (page 1/2)

Note: Total responses for non-Index questions fluctuate as not everyone provided responses to every statement.



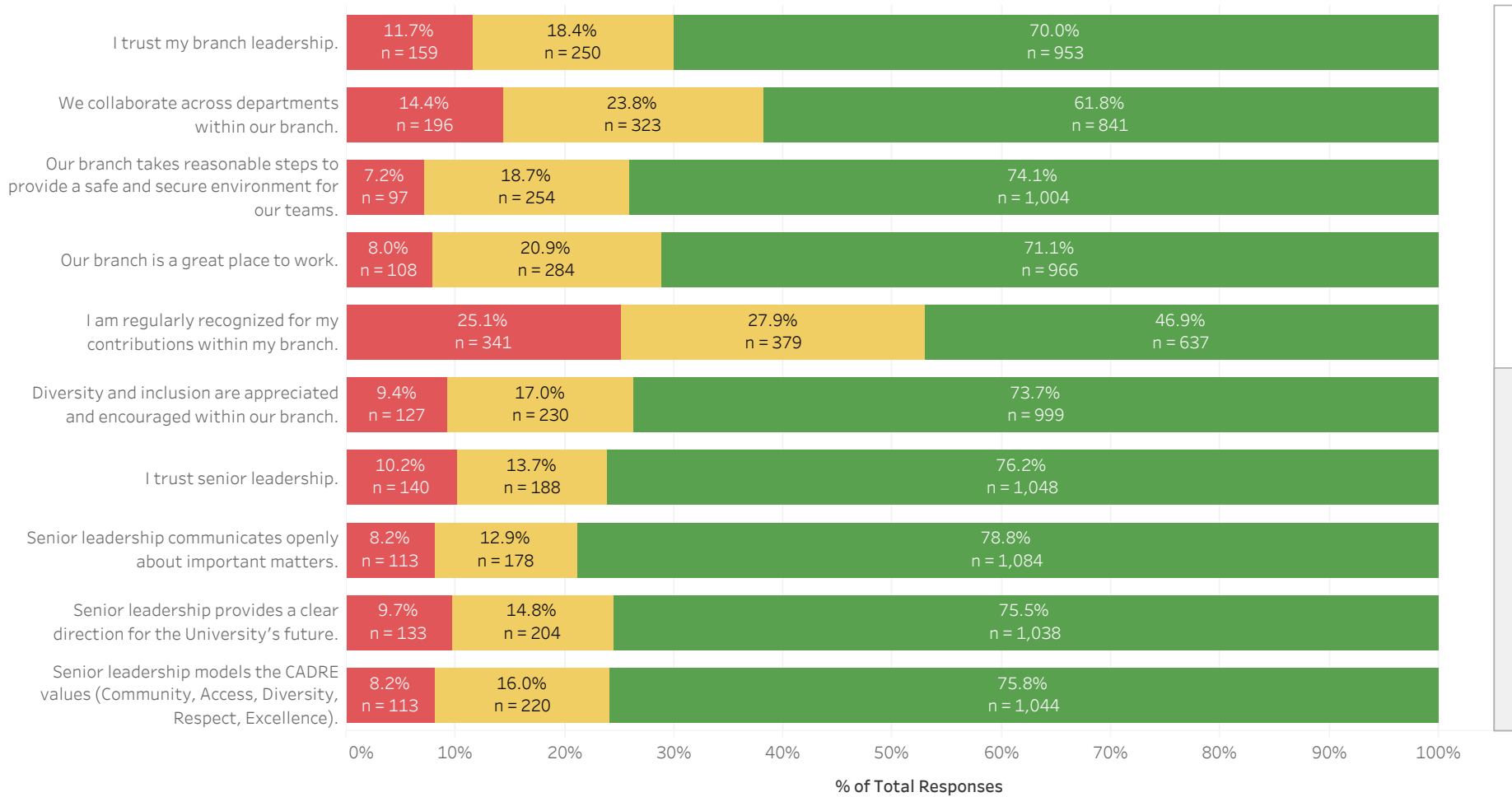


Area  
All



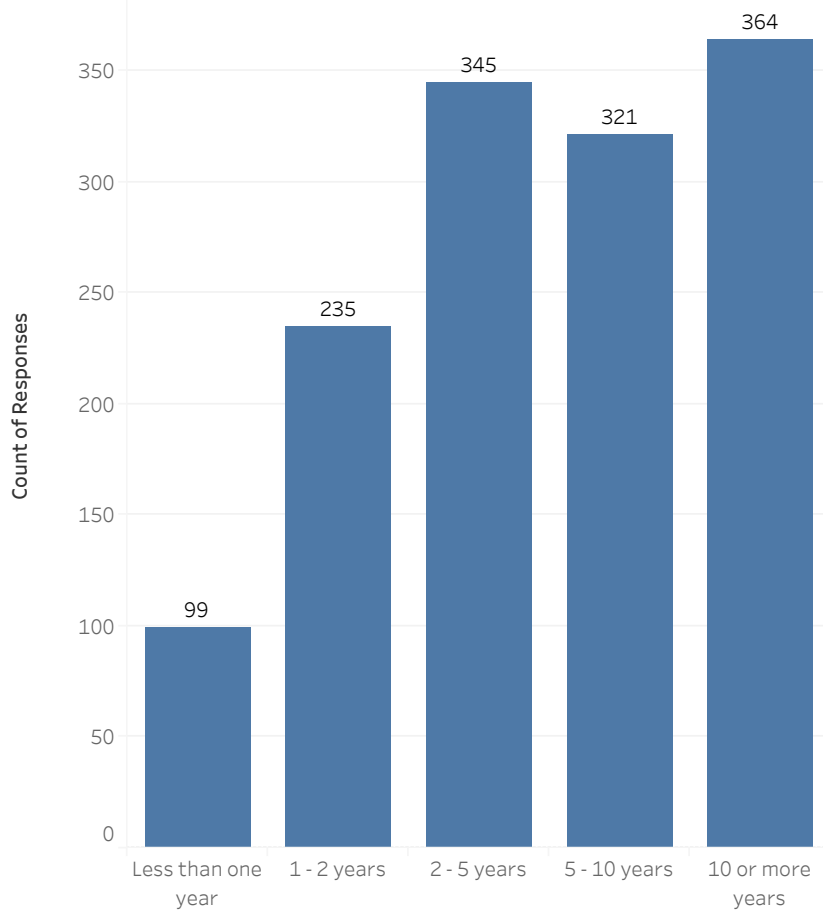
## Engagement Survey Questions (page 2/2)

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From this point on, how long do you see yourself working at the University?

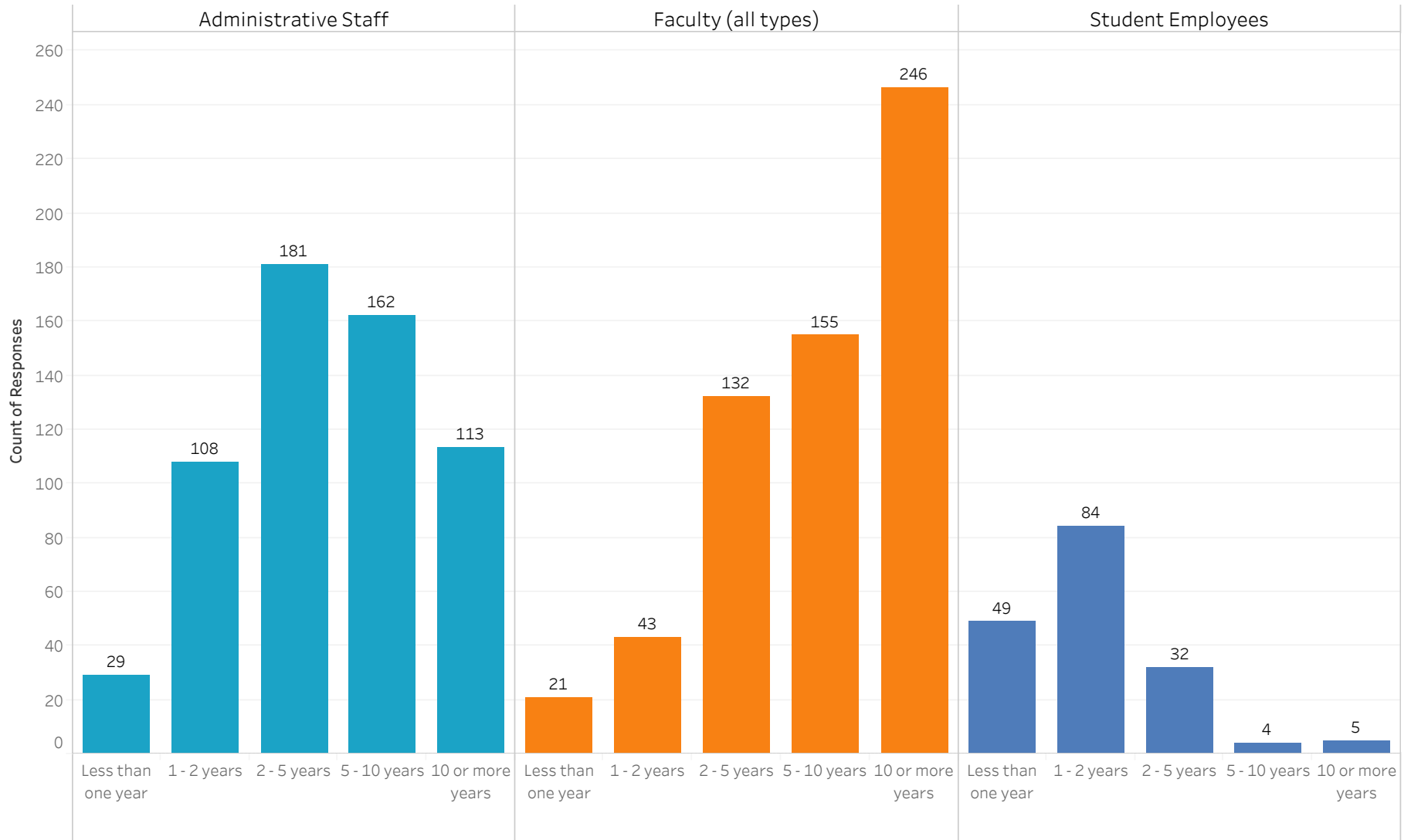


Time remaining at the University by Engagement Index

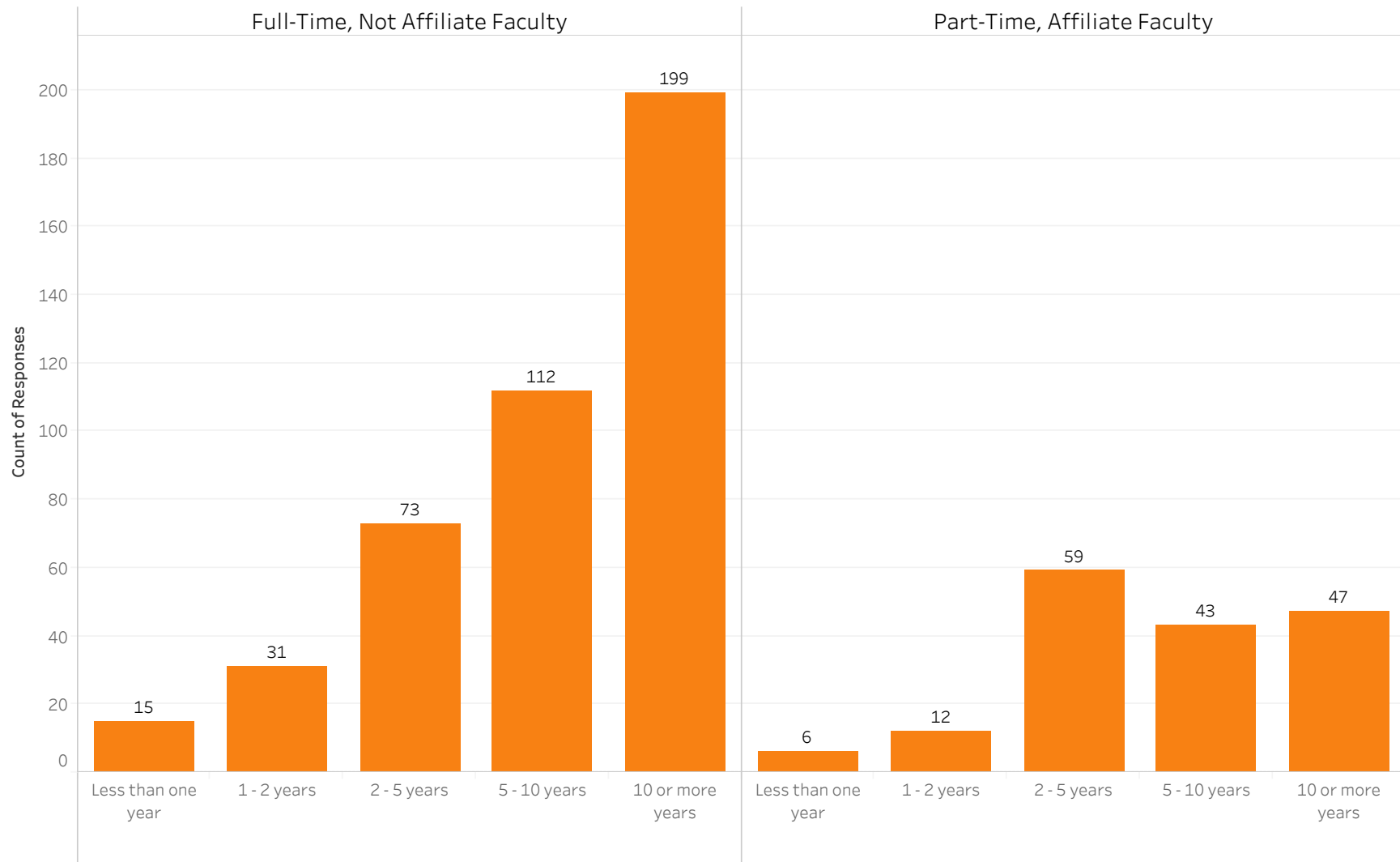
	50 or Less	51 - 60	61 - 70	71 - 80	81 - 90	91 - 100
Less than one year	21	14	8	9	9	38
1 - 2 years	16	17	33	42	46	81
2 - 5 years	20	14	35	41	77	158
5 - 10 years	13	7	22	42	76	161
10 or more years	14	13	32	37	79	189

From this point on, how long do you see yourself working at the University?  
(broken out by primary employee type)

■ Administrative Staff  
■ Faculty (all types)  
■ Student Employees



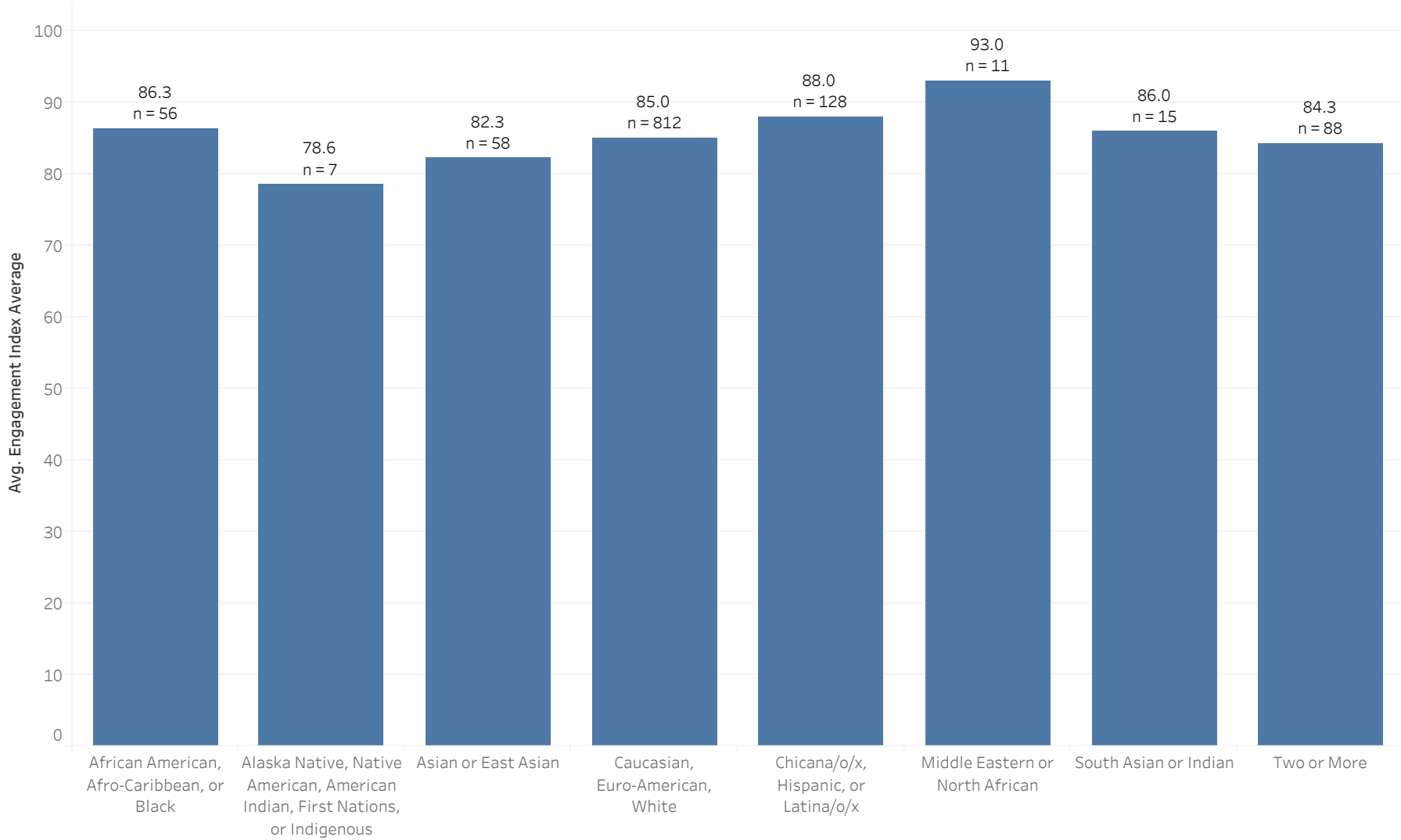
From this point on, how long do you see yourself working at the University?  
(exclusively for faculty, comparing full-time vs part-time affiliate faculty)



Note: not all survey respondents opted to provide feedback on self-identification questions.

## Overall Engagement Index by Race/Ethnicity

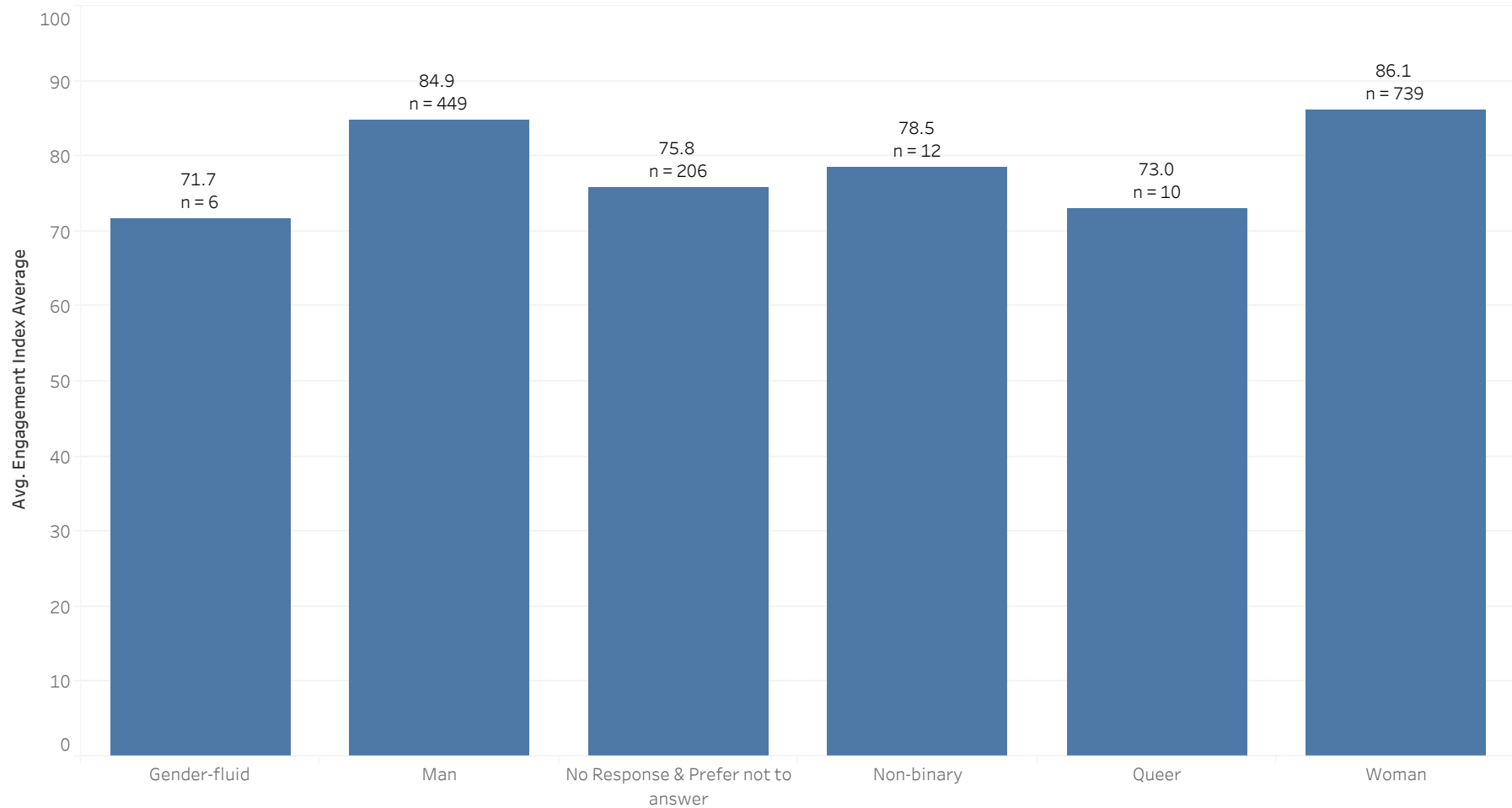
Groups with fewer than 5 responses have been suppressed



There are no statistically significant differences in average engagement by race/ethnicity at the alpha = 0.05 level.

## Overall Engagement Index by Gender

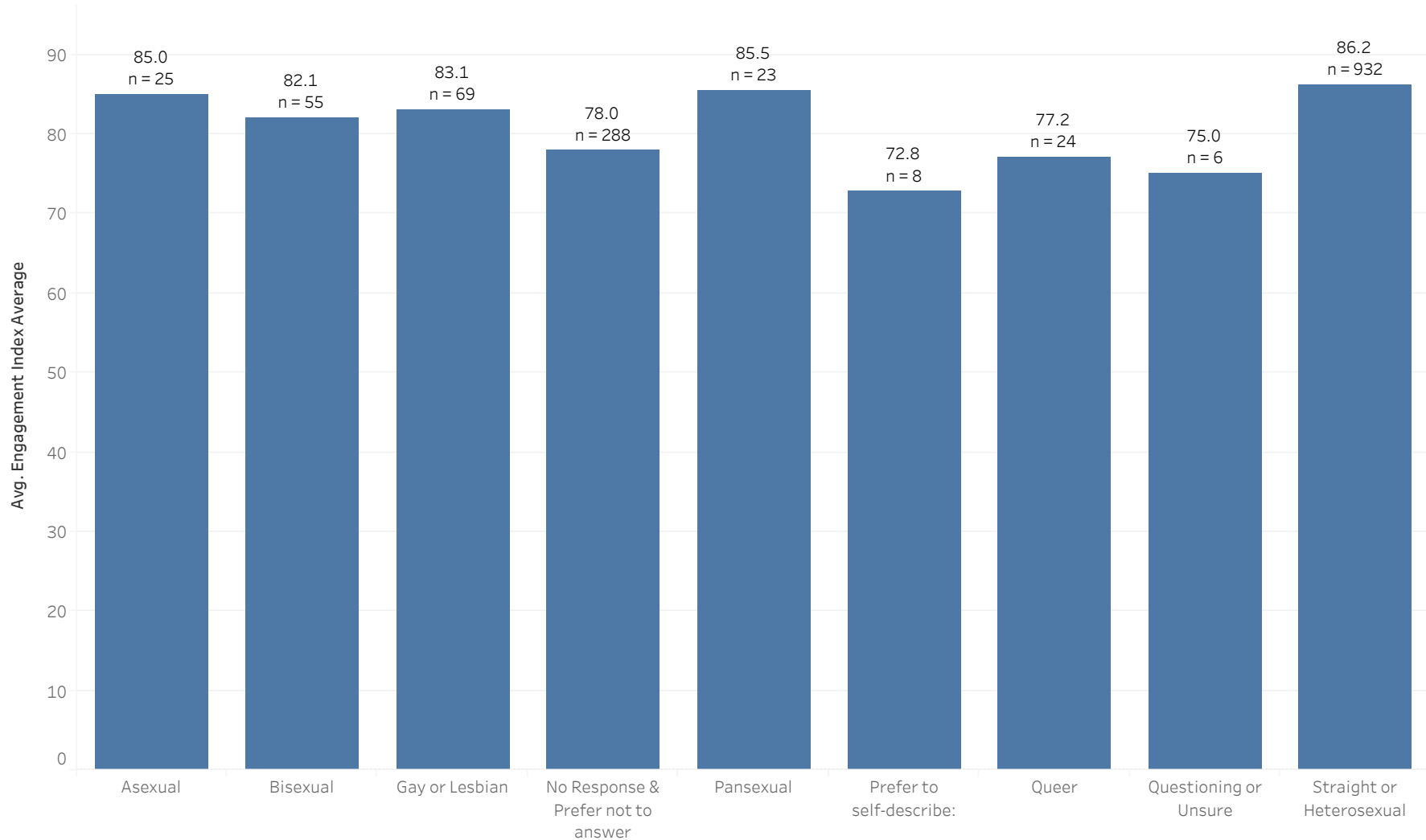
Groups with fewer than 5 responses have been suppressed



Differences in means of overall engagement elements were statistically significant between individuals identifying as "Queer" and as "Gender-fluid" relative to those identifying as a "Man" and "Woman" for survey item "I enjoy my work at the University". All other differences were not statistically significant at the alpha = 0.05 level.

Note: not all survey respondents opted to provide feedback on self-identification questions.

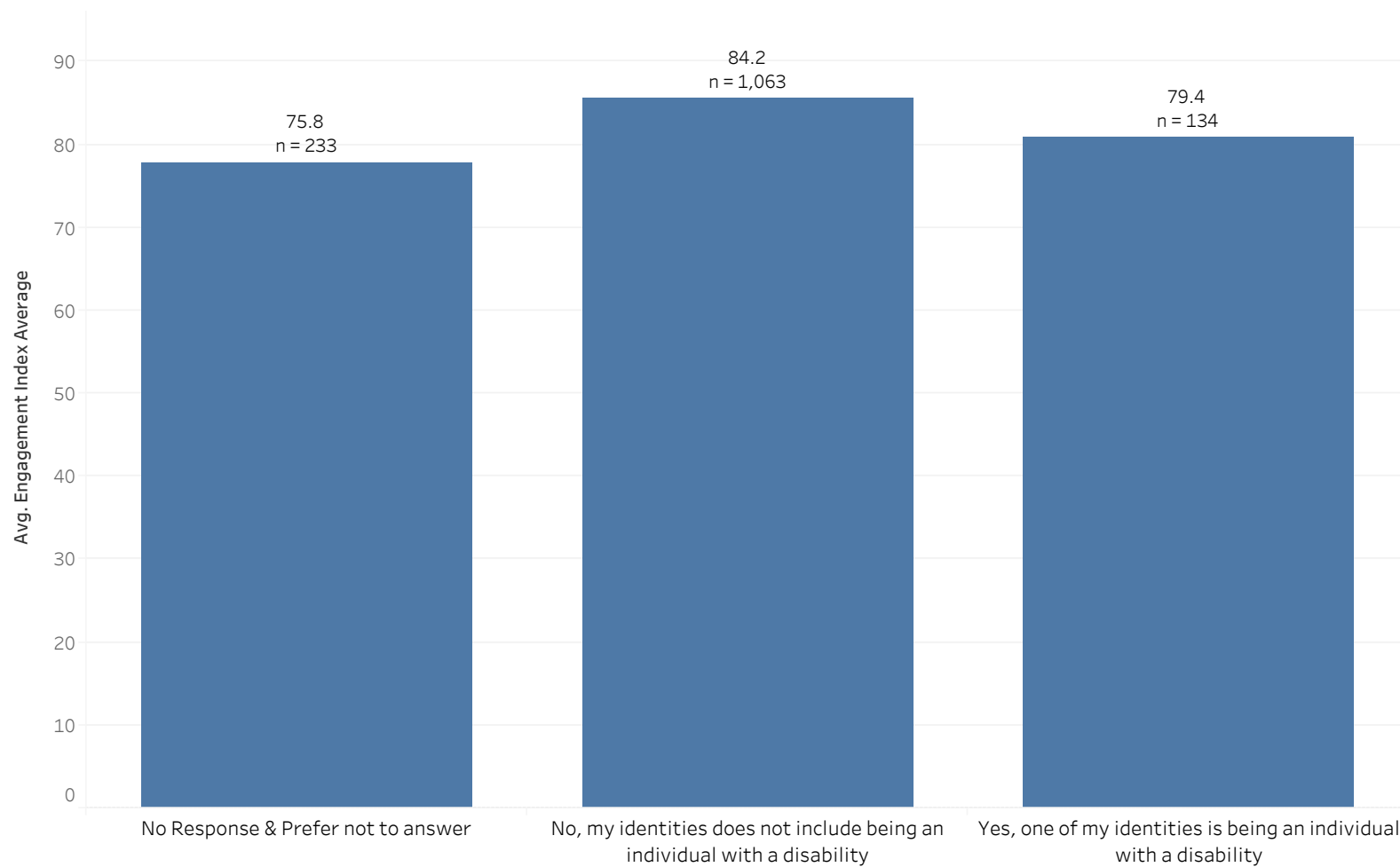
## Overall Engagement Index by Sexual Orientation



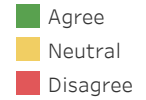
Differences in means of engagement elements were statistically significant between individuals identifying as Queer relative to those identifying as both asexual and straight for the statements "I enjoy my work at the University" and "I would recommend the University to others as a good place to work". All other differences were not statistically significant at the alpha = 0.05 level.

Note: not all survey respondents opted to provide feedback on self-identification questions.

### Overall Engagement Index by Disability Status

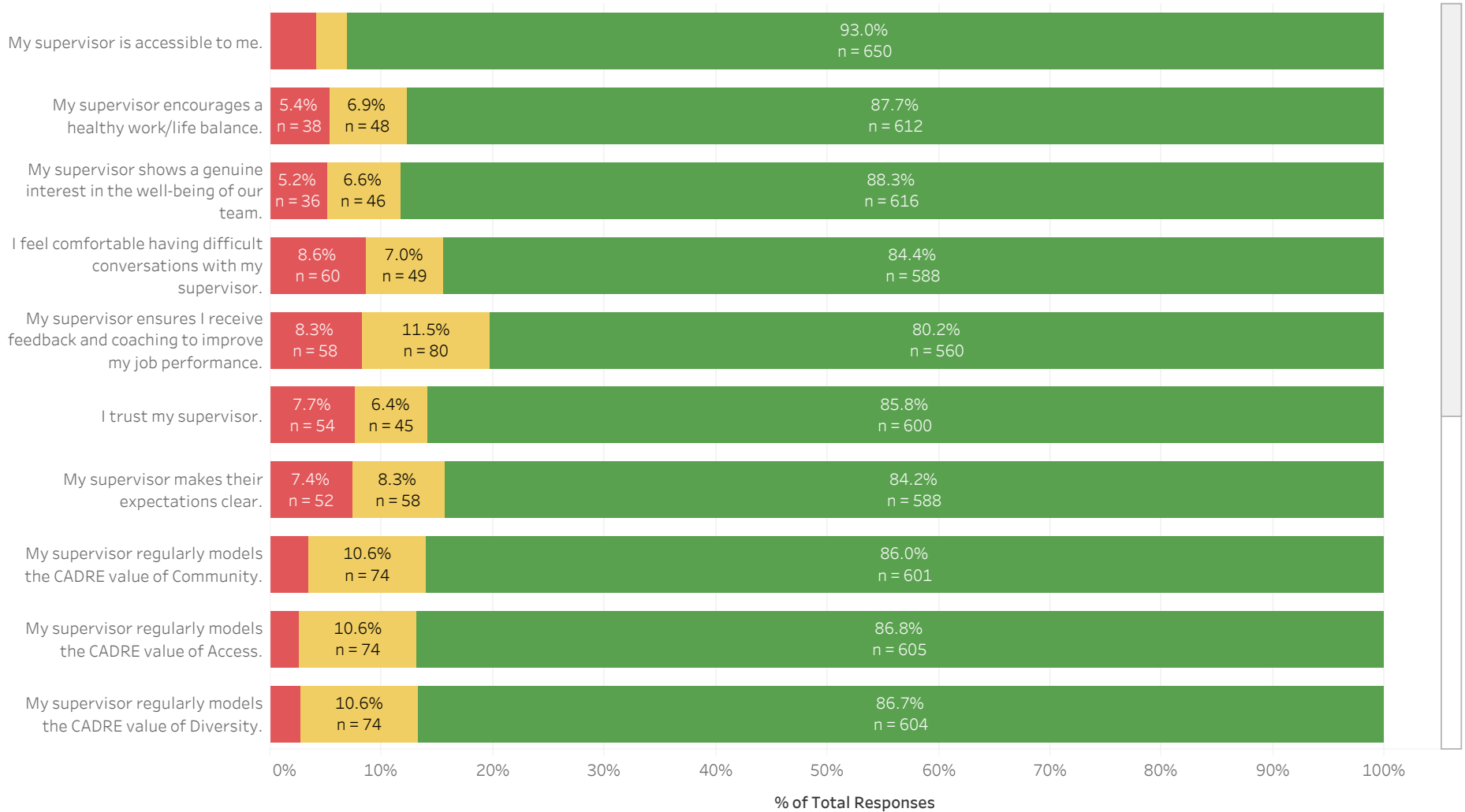


There are differences in means in engagement elements that are statistically significant between those identifying versus those not identifying as having a disability for five different statements. The five elements where there are significant differences are: "I feel valued as an employee of the University", "I would recommend the University to others as a good place to work", "I enjoy my work in my department.", "I feel valued as an employee of my department", and "I am proud of the work I do in my department". Remaining differences were not statistically significant at the alpha = 0.05 level.

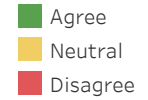


### Supervisor Questions (page 1/2, Area: All)

Note: Total responses for non-Index questions fluctuate as not everyone provided responses to every statement.

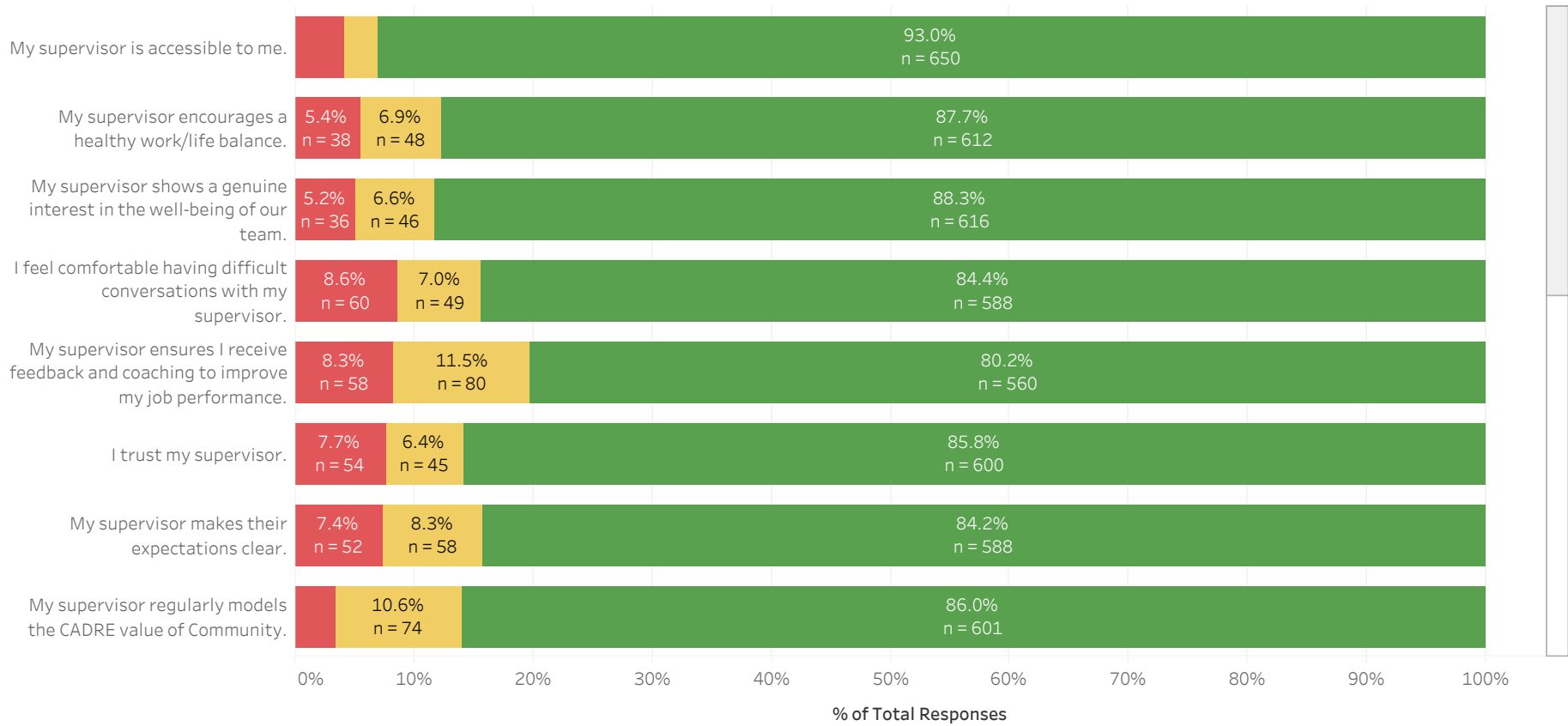


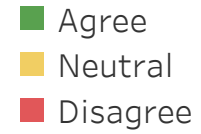




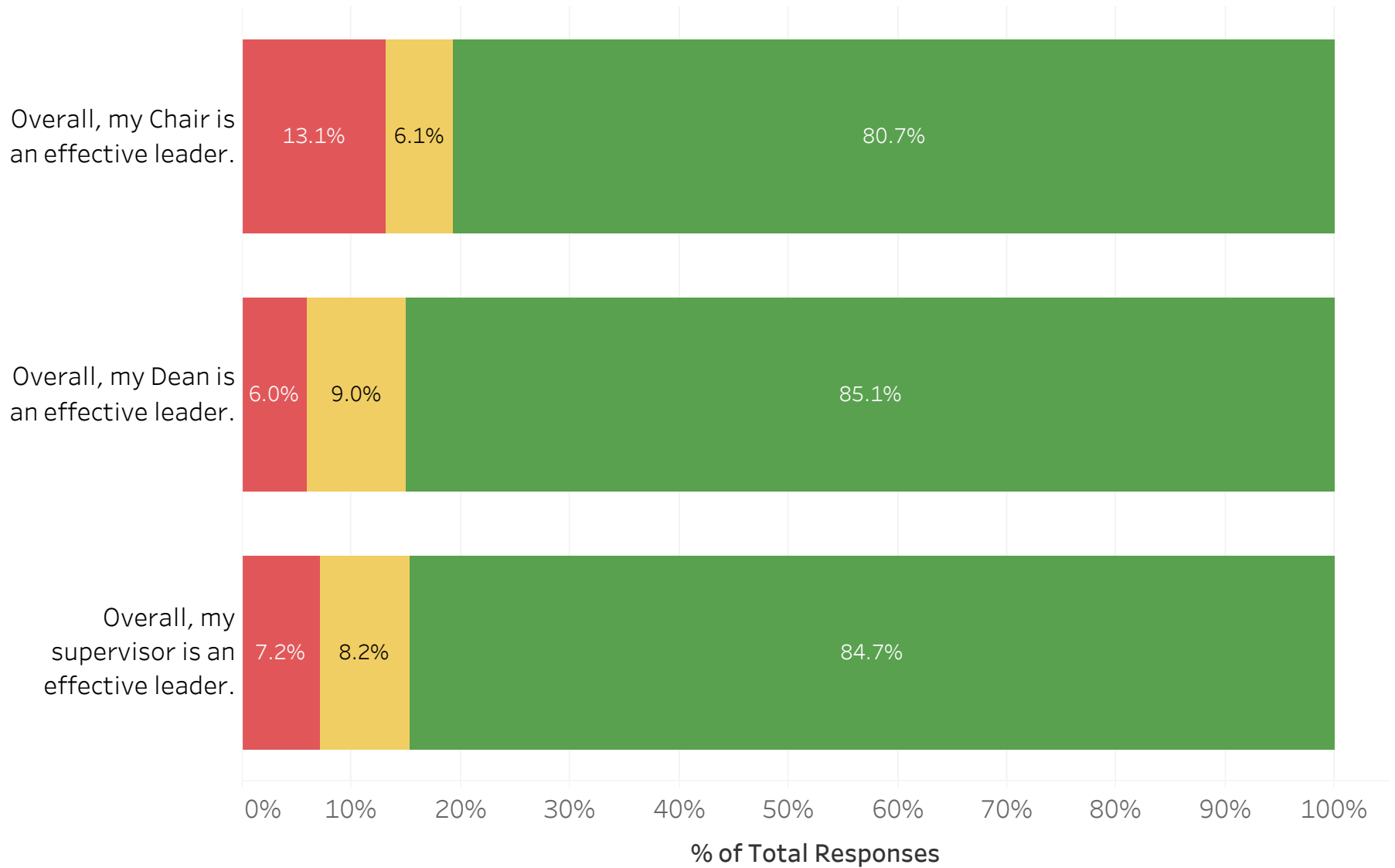
### Supervisor Questions (page 2/2, Area: All)

Note: Total responses for non-Index questions fluctuate as not everyone provided responses to every statement.



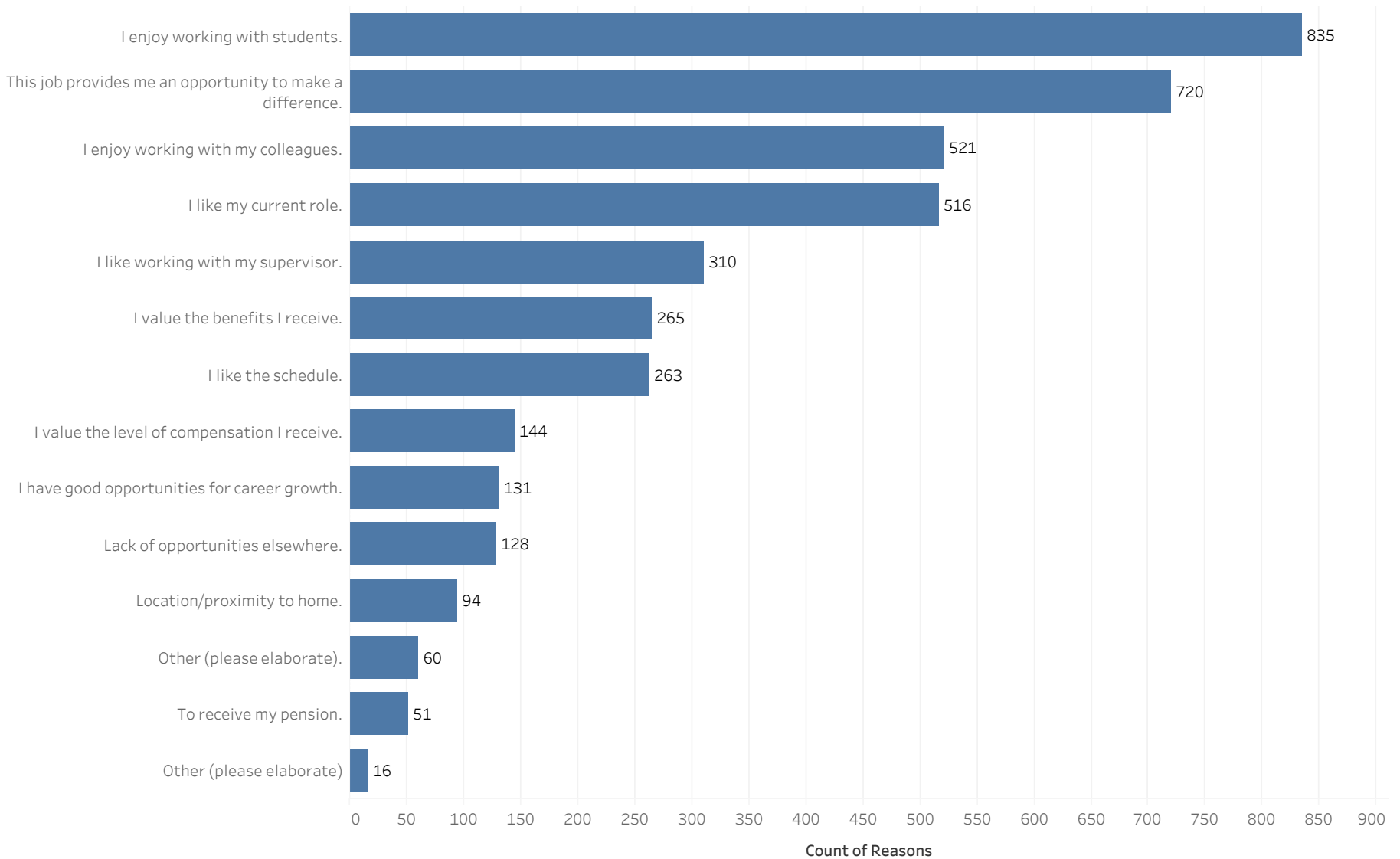


## Effective Leadership Statement by Survey Taker Type



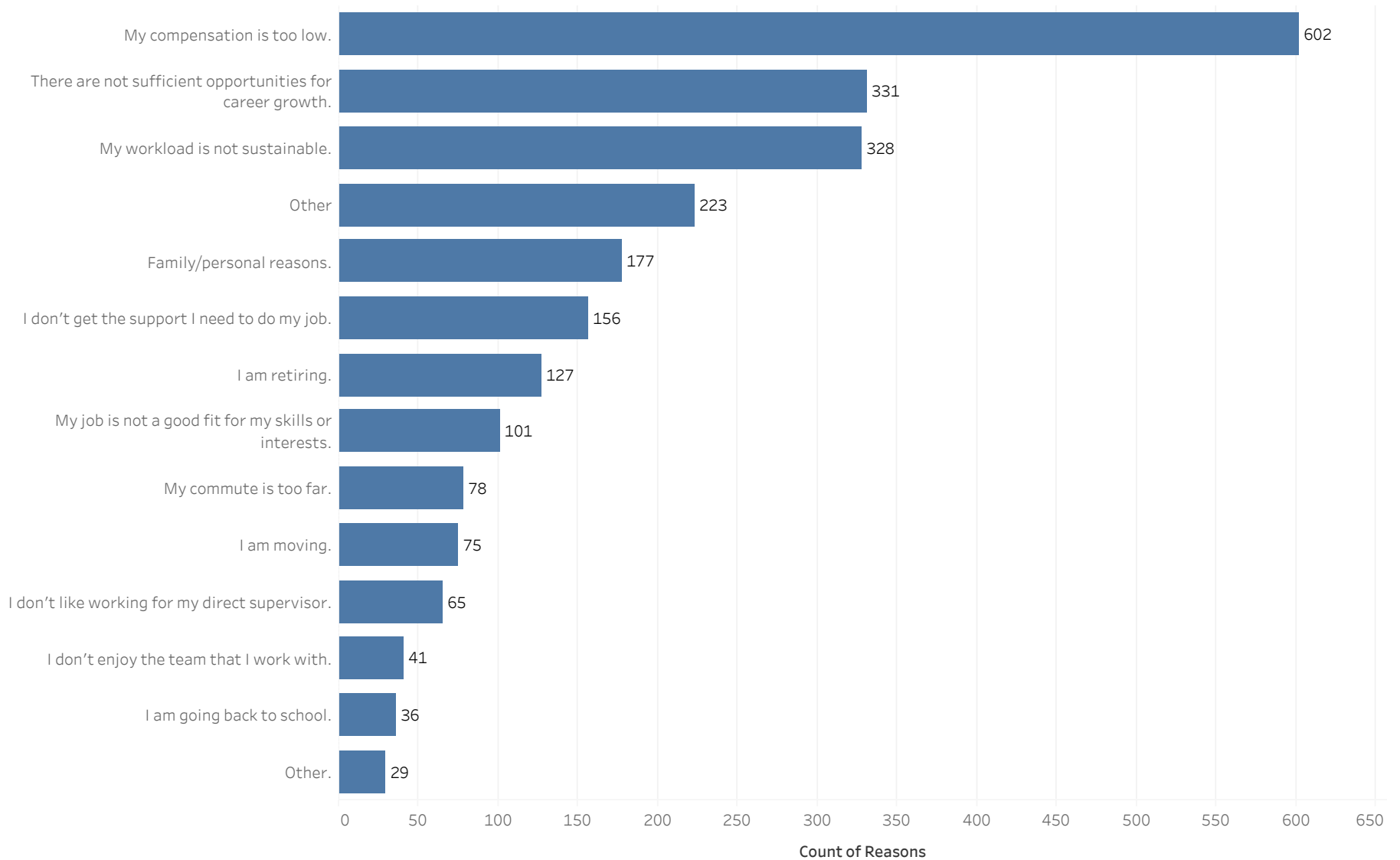
## What are the top three reasons you continue to work at the University?

Area: All





What are the top three reasons, if any, you are experiencing that might make you consider leaving the University?  
Area: All



## Key Drivers (Overall Engagement Index for University)

Some survey questions exhibited a stronger relationship with the overall 100-point Engagement Index than others. The questions from this year's survey that had the strongest positive relationship with the Index for the University as a whole are listed below. For example, high levels of agreement with the statement "My job makes good use of my skills and abilities" were most frequently associated with similarly high levels of employee engagement.

Responses to the following five statements had the highest level of importance in driving the overall Engagement Index (ranked from most to least important):

- 1) My job makes good use of my skills and abilities.
- 2) I understand how my job contributes to the University's mission.
- 3) I am recognized for my contributions within my department.
- 4) I am given the opportunity to develop professionally within the department.
- 5) Our branch is a great place to work.



## Key Drivers for Improving Engagement

The Engagement Index is a composite score, and the component that the university as a whole scored lowest on this year was "**I feel valued as an employee (of the University/ of my department)**". This is the area with the most room for growth and we may want to devote additional attention here to improve engagement.

How so? Responses to the following five statement had the highest level of importance in driving scores of employees feeling valued (listed from most to least important):

- 1) I am recognized for my contributions within my department.
- 2) My job makes good use of my skills and abilities.
- 3) I am given the opportunity to develop professionally within the department.
- 4) I trust my branch leadership.
- 5) I am regularly recognized for my contributions within my branch.

Focusing on improving scores to these survey items will have the greatest likelihood of increasing the overall Engagement Index.



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4/22/2021

If you have any questions, comments, or concerns pertaining to the content of this report, please contact Sean Petranovich.

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<https://www.msudenver.edu/business-intelligence/>