

# 2017 Engagement Survey

Information on data analyses

University of Calgary

March, 2017



# Guide to Interpretation

There are two ways that question and dimension\* results are shared in this report:

## #1 Percentages in the bar chart

EXAMPLE RESPONSE SCALE				
Strongly Agree 1	Tend to Agree 2	Hard to Decide 3	Tend to Disagree 4	Strongly Disagree 5
Favourable		Neutral	Unfavourable	

Green light	>75% favourable
Caution	>25% neutral
Red flag	>25% unfavourable

Note: Results for groups with 8 or fewer respondents are not reported separately. (A dash will appear where there is insufficient data to report.)

## #2 Difference scores (% fav vs. comparators)

Positive differences mean that the report group has scored more favourably, whereas negative differences mean that the report group has scored less favourably.

Results are being compared to:

- Previous surveys (2015, 2013 & 2011)
- North America (NA) Norm (*Note that this is the norm used on the External Comparison summary slide*)
- Public Sector (PS) Norm

The asterisks indicate statistically significant differences from the report group's results based on z-tests. Green-coloured shading indicates positive differences and rose-coloured shading indicates negative differences.

\* All questions within a dimension must have a score in order for the dimension to have a score. This applies to current and previous survey results, and normative comparisons.

# Example results: Questions By Dimension

## Question Summary: Engagement

These are the questions that make up the dimension

Dimension scores are simply averages across the scores for the questions belonging to the dimension

	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator				
						2015	2013	2011	NA Norm	PS Norm
<b>ENGAGEMENT</b>		<b>63</b>	<b>17</b>	<b>20</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-7 *</b>	<b>-5</b>
1. Overall, I am satisfied working at the university at the present time	331	58	18	24		2	1	0	<b>-12 *</b>	<b>-8 *</b>
2. I feel proud to work for the university	328	76	15	10		0	0	0	-4	-1
3. I would recommend the university as a place to work	331	67	14	19		0	1	0	<b>-5 *</b>	-2
4. Based on my career plans, I have no plans to leave the university at the present time	327	71	18	11		0	0	-2	<b>7 *</b>	3
5. I feel motivated to go beyond my formal job responsibilities	331	58	18	24		1	1	0	<b>6 *</b>	<b>-10 *</b>
6. The university motivates me to contribute more than what is required	326	47	20	33		-3	-1	-1	<b>5 *</b>	<b>-11 *</b>

Example only

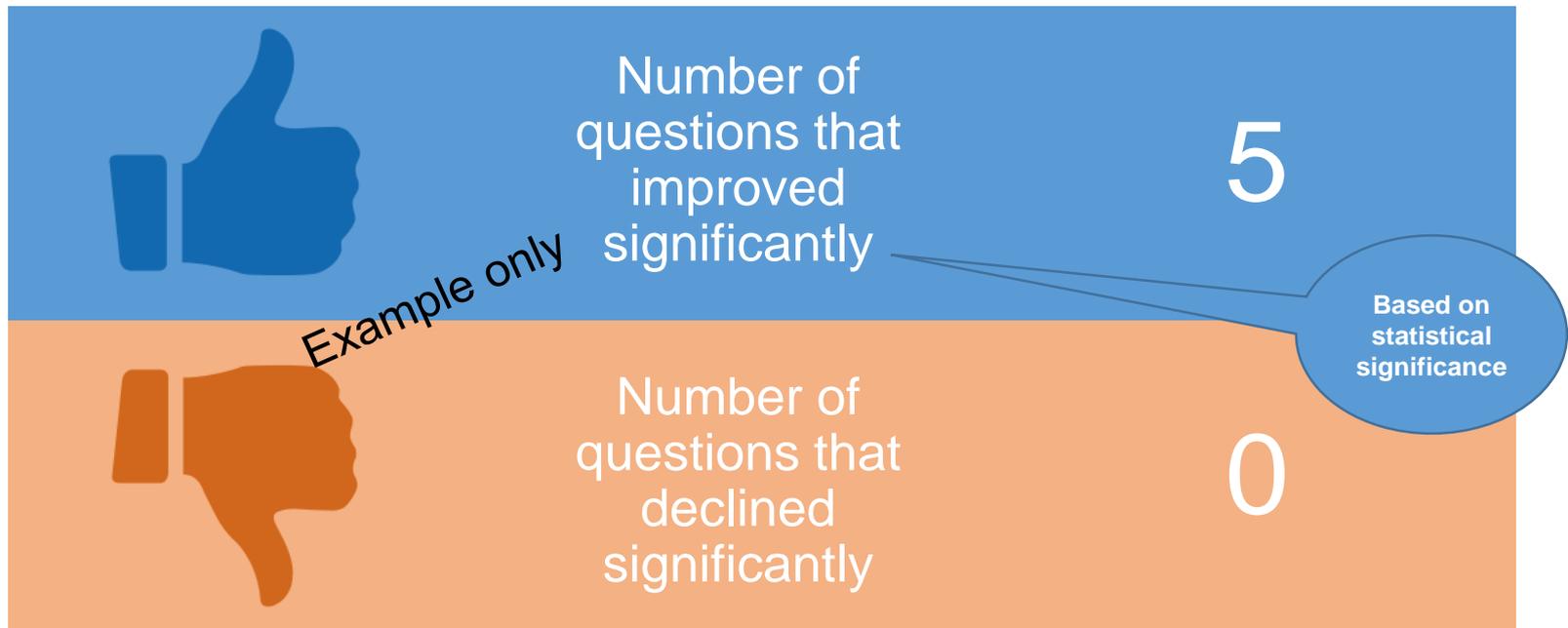
Rose shading indicates that the report group is significantly less favourable than the external benchmark (in this case, by 12% pts)

Green shading indicates that the report group is significantly more favourable than the external benchmark (in this case, by 7% pts)

# Example results: Question Trend

Question Trends show the change in opinion, across all comparable questions since the previous survey.

The chart shows the number of questions where the % favourable score either improved or declined significantly.



# Statistical Significance

## An Explanation:

- Statistical significance is based on a two-proportion z-test, pooled for the null hypothesis
- If the absolute value of the result **z** is greater than 1.96, we mark that as a statistically significant difference
- The result **z** (z-test) value from the formula is compared to a "CV" or "z-limit" of 1.96, which corresponds to a 95% confidence interval
- With respect to the formula, the "sample size" is Valid N, and "proportion" is % Fav – see example below

	Valid N	% Fav	% Neu	% Unfav	Distribution	% Fav vs Comparator				
						2015	2013	2011	NA Norm	PS Norm
<b>DEVELOPMENT OPPORTUNITIES</b>		<b>58</b>	<b>25</b>	<b>18</b>		-1	-1	0	-2	0
46. Rate your opportunity for learning and professional development	1,965	64	23	14		-1	-1	0	2	0
47. Rate your opportunity for reaching your personal career objectives	1,968	51	27	22		-2	-1	-1	-7 *	0

Example only

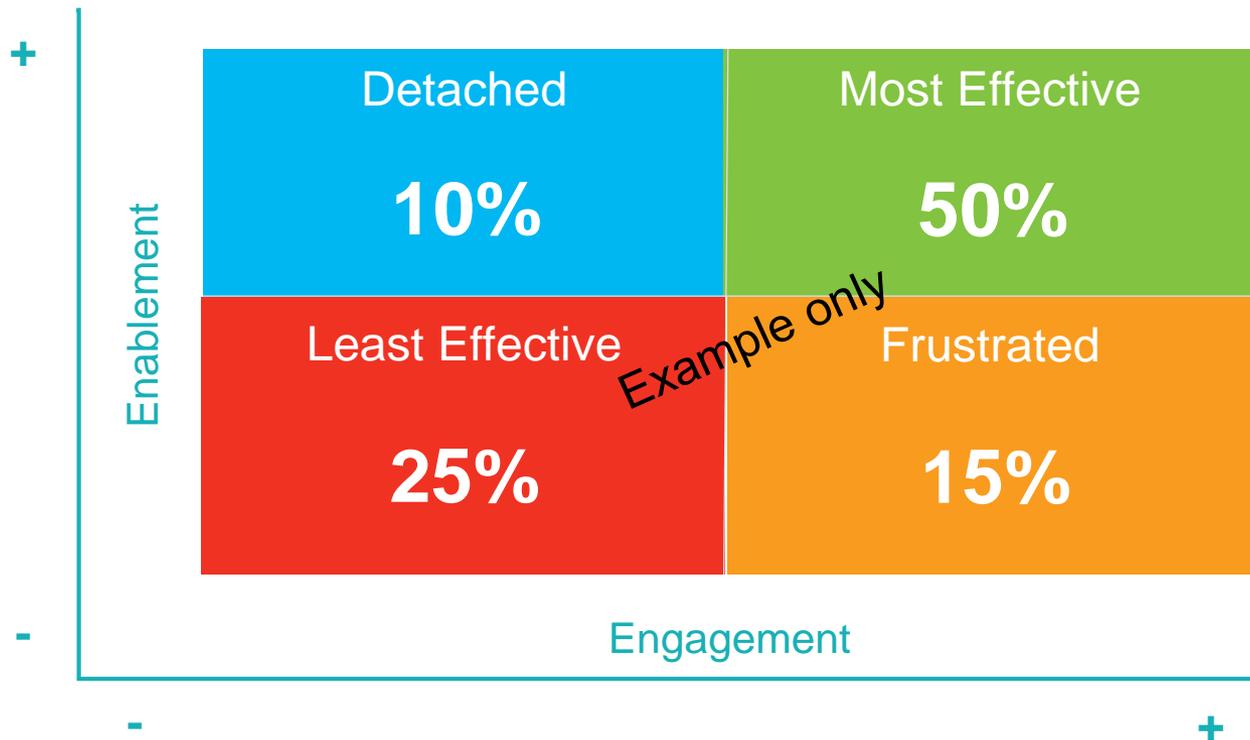
# Employee Effectiveness Profile

## *An Explanation:*

- The segmenting of employees into one of four levels of effectiveness is based on their engagement and enablement
- Each respondent's level of engagement and enablement is compared to Hay Group's Global norm (i.e., our entire normative database of responses) to allow for external benchmarks to be shown for particular regions and industries
- Respondents are classified into one of four quadrants:
  - **Most Effective:** Employees whose percent favourable scores are *at or above* our Global Norm on both Engagement and Enablement
  - **Frustrated:** Employees whose percent favourable scores are *at or above* the Global Norm on Engagement but *below* on Enablement
  - **Detached:** Employees whose percent favourable scores are *below* the Global Norm on Engagement but *at or above* on Enablement
  - **Least Effective:** Individuals whose percent favourable scores are *below* the Global Norm on both Engagement and Enablement

# Sample results: Effectiveness Profile

The Effectiveness Profile arranges respondents into four different groups based on levels of Engagement and Enablement and compares the size of these groups to Hay Group benchmarks.



# Strengths & Opportunities

Strengths and opportunities were selected based on an algorithm that considers the following:

- Difference from the total organization
- Difference from Hay Group's North America norm
- Percent favourable score
- Percent unfavourable score

Points are assigned to each question, either positive or negative, based on the above factors, and the questions with the highest points are deemed as strengths for your group, and those with the lowest are identified as opportunities for improvement.

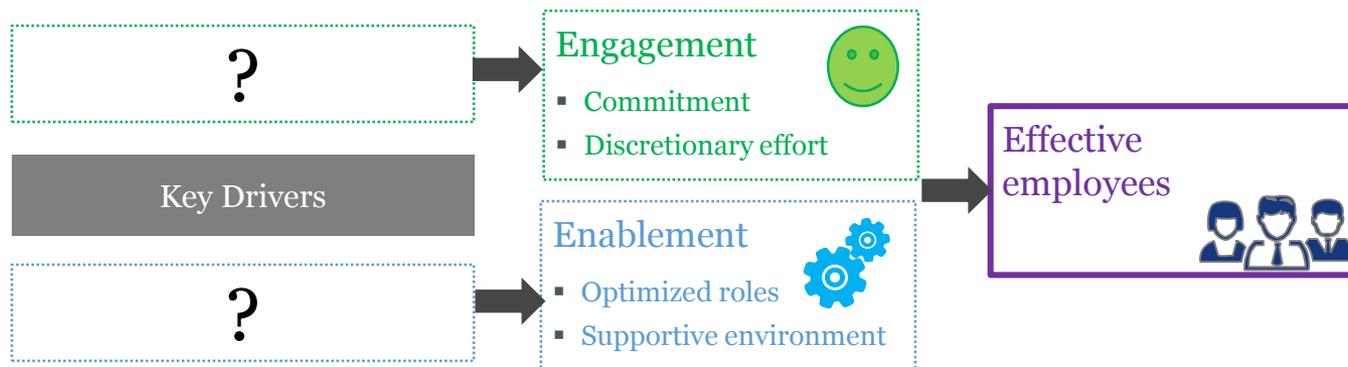
Note that change from the previous surveys is not considered in this analysis.

# Key Driver Analysis

A key driver analysis gives advice about which questions are the most important for driving engagement and enablement.

The questions that have the strongest unique correlation with engagement or enablement are identified as key drivers, 'top of mind' or the most important issues for employees.

This is based on a stepwise multiple regression analysis that examines the strength of relationship between engagement or enablement and the other questions on the survey. This analysis has been done using all survey responses from the University of Calgary.



# Key Driver Analysis

## *An Explanation:*

- Two analyses are conducted: one with Engagement as the dependent variable and the other with Engagement as the DV.
- The independent variables are all other questions on the survey, excluding the questions making up engagement and enablement, and the following questions:
  - I feel proud to work for my Faculty/Institute/Administrative Unit
  - I would recommend my Faculty/Institute/Administrative Unit as a place to work
  - Rate the Leadership of your Faculty/Institute/Administrative Unit on leading the development and implementation of engagement action plans to address your Faculty's/Institute's/Administrative Unit's issues
- We use the stepwise multiple regression approach since the variables are highly correlated in survey research. We typically report the variables in the fifth step to capture the top predictors.

# Engagement and Enablement Key Drivers

Here are the results of the multiple regression analysis for Engagement and for Enablement:

Dependent Variable	Questions	Standardized Coefficients Beta	Variance accounted for
Engagement	Q22 I am optimistic about the future of the university	0.35	72%
	Q56 The university values the work that I do	0.23	
	Q47 Rate your opportunity for reaching your personal career objectives	0.21	
	Q68 I have the authority to carry out my work/responsibilities effectively	0.17	
	Q27 The university is doing a good job of attracting the best and brightest staff	0.12	
Enablement	Q70 I have opportunities to have my ideas adopted and put into use	0.32	73%
	Q71 I have the resources I need to do my work effectively	0.25	
	Q47 Rate your opportunity for reaching your personal career objectives	0.22	
	Q68 I have the authority to carry out my work/responsibilities effectively	0.18	
	Q66 I am able to accomplish all that is required of me most days	0.14	