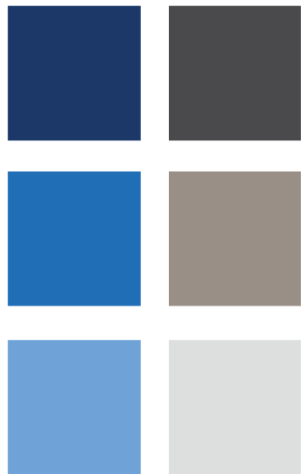


2019 Workplace Survey

Results to Action Training Workshop



Be the Change.
See the Change.
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2019 WORKPLACE SURVEY

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WORKPLACE SURVEY 2019

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Section 1

2019 Survey InformationSection 1 (pages 3-20)

- 2019 – 2020 Milestones & Timeline (current November 2020)
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- 2019 Questions Sorted by Dimension (12)
- 2019 Survey Demographics
- 2019 List of Available Reports by Organizational Hierarchy & Response Counts

2019 -2020 Milestone & Timeline

EXTENSION NOTIFICATION

Milestone	Timeline	Status
<u>Launch:</u> <i>2019 Survey Goes Live</i>	November 4 – 24, 2019 <i>Extended until December 6, 2019</i>	DONE
<u>Survey Results:</u> <i>Yale Overall (High Level Summary of University Data)</i>	Week of January 27, 2020	DONE
<u>Train Leaders to Interpret Survey Results:</u> <i>Results to Action Training: Instructor led training will be available for both New and Existing users to the SORT and Action Tracker Tools.</i>	Feb 3 - 13, 2020	DONE

Post Survey Leadership Action Steps: A Four Step Approach

<u>STEP 1: Review & Analyze Survey Results:</u> <i>All leaders are to review and analyze survey results. This analysis can be used as part of the Step 2, discussed below.</i>	No later than <u>Jan 1, 2021</u>	
<u>STEP 2: Communicate Survey Results:</u> <i>All leaders are to communicate the survey results to staff. Communication can be completed a variety of ways (Town Hall mtg., Staff mtg., Memo to the team, etc.)</i>		
<u>STEP 3: Develop an Action Plan & Enter In Tracking Tool:</u> <i>All leaders are encouraged to work with their teams to recognize achievements, strengthen opportunity areas, create a departmental action plan and record the Action Plan into the Action Tracker Tool.</i>	No later than <u>June 30, 2021</u>	
<u>STEP 4: Action Plan Implementation & Monitoring:</u> <i>Each departments Action Pan will be monitored on a monthly basis by the Workplace Culture Survey Administration Team. All units are expected to have an Action Plan. Units without an Action Plan entered in the Action Tracker Tool will be contacted and requested to provide a status update.</i>	<u>June 30 – December 30, 2021</u>	

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2019 WORKPLACE SURVEY

Fact Sheet

Survey Dates	Monday, November 4 thru Sunday, November 24, 2019; extended til Friday, December 6, 2019
Theme	<i>Be the Change. See the Change. Feel the Change.</i>
Survey link	www.2019workplacesurvey.com
Website Address	www.your.yale.edu/conversations
Participation Goal	80%
Survey Formats	Paper (limited use Local 35 employees only) and Web (all staff and select faculty communities)
Audience	CT, SM, MP & Faculty within Schools of Drama, Art, & Nursing
Communications	<p><u>E-mails</u></p> <p><u>Pre-survey Message Theme:</u></p> <ul style="list-style-type: none"> ○ SVP Operations – “Survey is Coming Soon” ○ Office of Public Affairs & Communications – “Survey is Coming Soon” ○ VP of Global & Strategic Initiatives – “Survey is Coming Soon” ○ Yale School of Medicine – “Survey is Coming Soon” ○ Secretary & VP for Student Life - “Survey is Coming Soon” ○ VP of West Campus Planning and Program Development – “Survey is Coming Soon” ○ VP Human Resources, Administration, & Public Safety – “Survey is Coming Soon” <p><u>Week 1 Message Themes:</u></p> <ul style="list-style-type: none"> ○ Launch Day - President - “Survey Is Live, Belonging Matters” ○ All Officers & School of Medicine - “Survey is Live” ○ Department Leaders - “Promote Department Participation” ○ WPS Admin Team – “University Overall Participation Levels” <p><u>Week 2 Message Themes:</u></p> <ul style="list-style-type: none"> ○ Department Leaders Key Message: “Update on Department Participation Level” ○ WPS Admin Team Key Message: “Help Us Strengthen the Culture, Participation Levels” <p><u>Week 3 Message Themes:</u></p> <ul style="list-style-type: none"> ○ All Officers & Dean for School of Medicine - “Contribute Your Voice” ○ WPS Admin Team Key Message - 5-day Count Down, “Your Participation Matters” ○ Janet Lindner – “Survey Has Closed, Thank You, Overall Participation & Next Steps”
Outreach	Paper Survey Facilitation – Yale Hospitality, Facilities (I-phone and Tablet Pilots)
Collateral Materials	<ul style="list-style-type: none"> ○ Flyers 8 x 11 – Hung in all University buildings ○ Lobby Poster 24 x 36 – Displayed in key locations throughout campus ○ Stickers & Mints
Supported Browser	Internet Explorer, Safari, Firefox, and Chrome
Survey Administrator	Mercer Sirota, an external consulting firm, based in New York, NY, specializing in culture assessments, aimed at increasing employee engagement.
New Technology	<ul style="list-style-type: none"> ○ Tablets for use by select Local 35 units; I-phone pilot (Facilities)
Core Question Set	52 scaled questions and 3 open ended questions; NEW : 3 scaled and 1 open ended
Survey Administration Leads	<p>Deborah Stanley-McAulay, Project Lead, Associate Vice President, Employee Engagement & Workplace Culture</p> <p>Susan Abramson, Co-Project Lead Manager WorkLife & Childcare Programs</p>

Please direct all questions about the 2019 Workplace Survey to 203-432-9667.

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2019 WORKPLACE SURVEY

Survey Questions

COMMITMENT
Taking everything into account, I am satisfied with Yale University as a place to work
I am proud to work for Yale University
I would recommend Yale University to others as a great place to work
I am not seriously considering leaving Yale University
COMMUNICATION
Yale University's mission and core values are clear
Yale University does an excellent job of keeping employees informed about matters affecting us
I trust the communications I receive from:
a) Yale University
b) My Manager
DECISION MAKING
Decisions in my unit are not unreasonably delayed while waiting for approval from:
a) Higher Levels of Management
b) Other Units
c) My Manager
d) Peers
I have a clear understanding of my decision-making authority
I have the appropriate amount of decision-making authority for my level/position
DEVELOPMENT
My manager has had a meaningful discussion with me about my professional development in the last 12 months.
My manager encourages me to take advantage of learning and development opportunities available to me
As long as I perform well, I have the same opportunity to advance my career as peers/colleagues in similar roles.
I feel that I have the opportunity for professional growth at Yale University
DIVERSITY
Yale University has an inclusive work environment where staff diversity at all levels is valued and encouraged
Employees are treated with respect at Yale University regardless of their position
In my unit, offensive behavior (<i>sexual harassment, discrimination, insensitive remarks, etc.</i>) is not tolerated
My manager values the diverse perspectives and ideas that come from staff members from different cultures and life experiences
I am treated fairly at Yale University without regard to my age, race, ethnic background, religion, gender, disability, sexual orientation, or veteran status
a) In what area(s) is your concern: Age, Race, Ethnic Background, Religion, Gender, Disability, Sexual Orientation, Veteran Status
NEW I am treated with respect by
a) my peers
b) my manager
NEW I feel like I belong at Yale University
INNOVATION
In my unit, we are constantly looking for new and better ways of getting work done
In my unit, differing opinions are invited and thoughtfully considered in reaching the best possible decision
I am encouraged to make suggestions on how my unit might be improved
In my unit, I can change the way work is done in order to improve the processes
LEADERSHIP
I feel confident that Yale University has a clear plan to ensure the long-term success of the University
I feel union-management relations are changing for the better in:
a) Yale University
b) My Unit
Workplace policies are administered fairly and consistently at Yale University
I have confidence in the decisions made by the senior leadership of the University
Yale University is changing for the better
The overall morale in my unit is high
My manager establishes priorities well
My manager leads by example and is a positive role model
NEW I feel that Yale is achieving its mission to improve the world today and for future generations.



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2019 WORKPLACE SURVEY

Survey Questions

PERFORMANCE MANAGEMENT
During the past year, my manager provided me with a thorough and thoughtful performance review
I have clear performance goals and I know what my manager expects of me
My manager motivates and encourages me to give my very best
My manager provides sufficient informal feedback on how I am doing my job
My manager recognizes employees for high quality performance
PRODUCTIVITY
In my unit, employees pay attention to costs and expenses, and use Yale University resources wisely
My unit continuously works to eliminate unnecessary bureaucracy and waste
I have the resources (<i>equipment, budget, etc.</i>) I need to do my job well
REWARDS
Compared to other organizations with which you are familiar, please rate the following programs of the University:
a) Pay
b) Medical/Dental benefits
c) Paid Time off
d) Retirement Benefits
Thinking about your Total Rewards Package please rate the following:
a) I feel that my Health Insurance benefits are comprehensive and provide great protection in the event of injury or illness.
b) I feel that my Paid Time Off benefits are generous and allow adequate time away from my job.
c) I feel that my Retirement benefits offer me important future financial security.
d) I feel that I am paid fairly in comparison to my colleagues in comparable roles within Yale University.
TEAMWORK
The various units of Yale (<i>schools, departments, etc.</i>) cooperate with one another in the best interest of the University as a whole
Within my unit, there is a high degree of teamwork
In my unit, workplace conflicts and disagreements are handled openly and constructively
WELL BEING
My manager is open to flexible work arrangements
University policies and programs help employees balance work and personal life responsibilities
I do not feel stressed by my work responsibilities
I am aware of Yale's commitments to sustainability in the following areas:
a) Food
b) Buildings
c) Waste Management
d) Transportation
e) Procurement/Purchasing
I am aware of Yale's commitment to health and well-being in the following areas:
a) Tobacco Free Yale Assistance Program
b) Yale's virtual physical activity challenges
c) Yale's weight management offerings
d) Yale's commitment to stress management
e) Yale's meditation programs
OPEN ENDED
What should Yale University do differently to enhance performance and/or make Yale a better place to work?
What is Yale University doing well that is contributing to making Yale a high performing and/or a great place to work?
NEW What is one change that would give you a greater sense of belonging at Yale.

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2019 Survey Demographics

Demographics are made available to allow staff to share their multiple identities with the University. As we know, staff experiences are not limited to job classification. This section, in the survey, is optional. Utilization of the Demographic information is designed to promote greater engagement of leaders. Demographic information is only available if there are 10 or more individuals who select a demographics. If there are 10 or more respondents to any demographic, unit leaders can delve more deeply into the data by sorting the data at the demographic level. Below is a list of all demographics included in the 2019 Survey.

Years of Service

<input type="checkbox"/>	0 – 5
<input type="checkbox"/>	6 – 10
<input type="checkbox"/>	11 – 20
<input type="checkbox"/>	21+

Location

<input type="checkbox"/>	Central
<input type="checkbox"/>	Medical
<input type="checkbox"/>	West Campus
<input type="checkbox"/>	Off Campus (e.g., Veterans Administration)

Race

<input type="checkbox"/>	Black
<input type="checkbox"/>	White – Non-Hispanic
<input type="checkbox"/>	Latino/Hispanic
<input type="checkbox"/>	Asian
<input type="checkbox"/>	Native American/Pacific Islander
<input type="checkbox"/>	Bi-Racial/Multi-Racial
<input type="checkbox"/>	Other

Gender

<input type="checkbox"/>	Female
<input type="checkbox"/>	Male
<input type="checkbox"/>	Transgender
<input type="checkbox"/>	Non-binary
<input type="checkbox"/>	Other
<input type="checkbox"/>	Prefer Not to say

Sexual Orientation

<input type="checkbox"/>	Gay/Lesbian
<input type="checkbox"/>	Bisexual
<input type="checkbox"/>	Heterosexual
<input type="checkbox"/>	Rather not say

Do you consider yourself to have an apparent or nonapparent disability?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Rather not say

Job Category

<input type="checkbox"/>	M&P, Managerial & Professional
<input type="checkbox"/>	C&T, Clerical & Technical
<input type="checkbox"/>	S&M, Service & Maintenance
<input type="checkbox"/>	Faculty
<input type="checkbox"/>	Unclassified (e.g., Vice President)
<input type="checkbox"/>	Other

Supervision

<input type="checkbox"/>	I do not supervise employees
<input type="checkbox"/>	I directly supervise 5 or fewer employees
<input type="checkbox"/>	I directly supervise between 6-10 employees
<input type="checkbox"/>	I directly supervise more than 10 employees

Are you a military veteran?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

Age

<input type="checkbox"/>	Under 18
<input type="checkbox"/>	18 - 25 years old
<input type="checkbox"/>	26 - 35 years old
<input type="checkbox"/>	36 - 45 years old
<input type="checkbox"/>	46 - 55 years old
<input type="checkbox"/>	56 - 60 years old
<input type="checkbox"/>	61 years and older

Supervision

<input type="checkbox"/>	I do not supervise employees
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Age

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<input type="checkbox"/>	18 - 25 years old
<input type="checkbox"/>	26 - 35 years old
<input type="checkbox"/>	36 - 45 years old
<input type="checkbox"/>	46 - 55 years old
<input type="checkbox"/>	56 - 60 years old
<input type="checkbox"/>	61 years and older

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unitlevel	identifier	nodename	responseCount	PaperCount	Headcount	Response Rate
1	999	Yale Overall	8052	521	10094	80
2	Y100	PRESIDENT (Peter Salovey)	148	0	52	285
3	Y101	Investments	44	0	35	126
3	Y102	President's Office and President's House	104	0	17	612
2	Y1000	PROVOST (Ben Polak)	2391	0	3143	76
3	Y1001	Institute of Sacred Music	14	0	14	100
3	Y1002	Athletics	52	0	139	37
4	Y1003	Athletics Admin (inc. Finance & Admin, Alumni Affairs, Athletic Director, Varsity Sports Admin, and Marketing)	11	0	21	52
4	Y1004	Athletics Facilities (inc. Bowl Grounds Staff)	3	0	13	23
4	Y1005	Golf Course (inc. Golf Course Grounds & Maintenance Staff)	3	0	13	23
4	Y1006	Sport & Recreation (inc. Tennis Ctr., Ingalls Rink, Payne Whitney Gym, Club Sports, Outdoor Education Ctr., Sailing Ctr, and Physical Education)	4	0	13	31
4	Y1007	Varsity Sports (Men)	14	0	34	41
4	Y1008	Varsity Sports (Women)	13	0	29	45
4	Y1009	Varsity Support (inc. Equipment Operations, Sports Medicine, Sports Publicity, and Strength & Conditioning)	4	0	36	11
3	Y1010	Administrative & Academic Services	197	0	136	145
4	P0000000	Poorvu Center for Teaching & Learning	42	0	46	91
4	Y1011	Cooperative Research	22	0	26	85
4	Y1012	Environmental Health & Safety	56	0	60	93
4	Y1013	Office of the Provost	47	0	42	112
4	Y1014	Other Academic Service Units (inc. Biospheric Studies)	18	0	18	100
4	Y10144	Jackson Institute	12	0	16	75
3	Y1015	Division of Biological Sciences	29	0	40	73
4	Y1017	Molecular, Cellular and Developmental Biology	16	0	22	73
4	Y10171	Ecology & Evolutionary Biology	13	0	18	72
3	Y1031	Interdisciplinary Centers and Programs	12	0	12	100
4	Y1033	Benjamin Franklin Papers, Boswell Papers, EPE Programs, Ethnicity, Race and Migration, Henry Koerner Center for Emeritus Faculty, Institution for Social and Policy Studies, International Security Stud	12	0	12	100
3	Y1035	Graduate School	29	0	22	132
3	Y1036	Division of Humanities	43	0	50	86
4	Y10362	Center for Language Studies, Classics, Comparative Literature, East Asian Languages and Literatures, English, Film and Media Studies, French, German, History, Italian, Judaic Studies, Music, Near East	43	0	50	86
3	Y1037	MacMillan Center	28	0	33	85
3	Y1038	Museums and Galleries	253	0	299	85
4	Y1039	Art Gallery	90	0	128	70
4	Y1040	British Art Center	101	0	105	96
4	Y1041	Peabody Museum	62	0	66	94
3	Y1042	School of Art	17	0	11	155
3	Y1043	School of Architecture	22	0	17	129
3	Y1044	School of Divinity, inc Berkeley Divinity School	31	0	38	82
3	Y1045	School of Drama	84	0	118	71
4	Y1046	Administration (All Other, inc. Direct Reports to Dean)	33	0	35	94
4	Y1047	Artistic	22	0	44	50
4	Y1048	Technical/Production	29	0	39	74
3	Y1049	School of Forestry & Environmental Studies	95	0	90	106
4	Y1050	FES Administration	57	0	57	100
4	Y1051	Centers, Programs and Research	38	0	38	100
3	Y1052	School of Law	127	0	185	69
4	Y10311	Public Affairs	6	0	12	50
4	Y10322	Career Development	0	0	0	0
4	Y1054	Law Library	32	0	39	82
4	Y9019	Dean's Office	7	0	12	58
4	Y9020	Development/Alumni Affairs	0	0	0	0
4	Y9021	Facilities	2	0	16	13
4	Y9022	Faculty Support	0	0	0	0
4	Y9023	Finance & Admin	19	0	52	37
4	Y9024	Law including Admissions /Financial Aid	8	0	15	53
4	Y9025	Student Affairs	0	0	0	0
4	Y9030	Academic Affairs/Clinical Programs/Registrar/Graduate Program	9	0	10	90
4	Y975	IT	10	0	10	100
3	Y1055	School of Management	169	0	258	66
3	Y1056	School of Music and Collection of Musical Instruments	35	0	37	95
3	Y1057	School of Nursing	69	0	111	62
3	Y1060	School of Engineering & Applied Science	30	0	34	88
4	Y20015	School of Engineering and Applied Science, Yale Institute for Network Science and Computer Science	30	0	34	88
3	Y1061	Libraries	400	0	516	78
4	Y1062	Library IT	24	0	26	92
4	Y1063	Medical Library	31	0	34	91
4	Y1067	Beinecke Library	82	0	112	73
5	Y20022	Beinecke Library - Direct Reports	0	0	0	0
5	Y20023	Beinecke Collections and Research Education	0	0	0	0
5	Y9012	Beinecke Access Services	13	0	16	81
5	Y9013	Beinecke Technical Services	51	0	58	88
5	Y9014	Beinecke Administration	11	0	19	58
4	Y1070	Lewis Walpole Library	10	0	11	91
4	Y1072	Library Administration and Library Business Office	15	0	11	136
4	Y1073	Manuscripts & Archives	25	0	26	96
4	Y1074	LCS & Operations - LSF	1	0	15	7
4	Y1076	CSSSI - Ctr for Science & Social Science Information, Map Collection	28	0	27	104
4	Y1077	YUL Security	13	0	29	45
4	Y20016	University Librarian Direct Reports	0	0	0	0
4	Y20024	Scholarly Resources	43	0	66	65
5	Y1075	Preservation & Conservation	20	0	28	71
5	Y20025	Collection Development, Digital Humanities, Assessment, and Direct Reports	9	0	16	56
5	Y20026	Access Services and Bass Library and UTL	14	0	22	64
4	Y20027	LCS & Operations - SML/Bass	20	0	32	63
4	Y9007	Technical Services	53	0	67	79
5	Y20017	Technical Services - Direct Reports	0	0	0	0
5	Y20018	Monographic Processing Services	25	0	35	71
5	Y20019	E-Resources & Serials	15	0	14	107
5	Y20020	Resources Discovery Services	9	0	14	64
4	Y9008	Arts & Humanities	50	0	37	135
4	Y1069	Arts and Humanities Libraries	34	0	22	155
5	Y20021	Arts & Humanities Direct Reports	0	0	0	0
5	Y9011	Department for Area Studies and Humanities Research Support	14	0	14	100
3	Y1078	Yale Health Center	162	0	369	44
4	Y1079	Clinical Departments: Acute Care; Behavioral Health; Call Center; Care Management; Central Sterile; Clinical Reception; Dermatology; Diagnostic Imaging; Employee Health; Endoscopy; Inpatient Care/Eve	104	0	286	36
4	Y1080	Administrative Departments: Building Services; Claims; Director's Office; Finance; HIM; ISS; Member Services; OPM; Staff Education & Development; Staff Relations; Wellness	58	0	80	73
3	Y1081	Yale College General	119	0	203	59
4	Y1083	Admissions	27	0	50	54
4	Y1084	Business Operations	0	0	0	0
4	Y1085	Student Affairs/Student Engagement	9	0	11	82
4	Y1087	YCDO Other	9	0	45	20
4	Y1088	CIPE	22	0	31	71

4	Y1089	Residential College Staff - Head of College, Residential College Dean, OM, Head's Sr. Admin Asst, Deans Sr. Admin Asst and Service Asst.	25	0	14	179
4	Y1090	Academic Affairs/Undergraduate Education - Arts, Undergraduate Production, YSO, Bands, DMCA, Science & QR, Sustainability, Special Academic Programs, ROTC	9	0	26	35
4	Y20028	Office of Career Strategy	10	0	17	59
3	Y20003	Division of Physical Sciences and Social Sciences	114	0	139	82
4	Y20004	Psychology	16	0	16	100
4	Y20005	Economics and Cowles Foundation	13	0	19	68
4	Y20006	Anthropology and Political Science	13	0	14	93
4	Y20007	Sociology	8	0	11	73
4	Y20008	Astronomy and Physics	18	0	20	90
4	Y20009	Applied Physics and Linguistics	8	0	11	73
4	Y20010	Geology and Geophysics	7	0	12	58
4	Y20011	Chemistry, Mathematics, Applied Math Program, Statistics and Data Science	31	0	36	86
3	Y20012	FAS Cross Divisional	8	0	13	62
4	Y20013	African American Studies, American Studies, Franke Program in Science and Humanities, LGBT and WG Studies and Whitney Humanities Center	8	0	13	62
3	Y20014	Center for Innovative Thinking at Yale (CITY)	0	0	0	0
3	Y20029	Yale Alumni Magazine	0	0	0	0
3	Y402	Yale Press	56	0	76	74
3	Y722	Office of Research Administration	119	0	135	88
4	Y723	AVP Research Administration: AVP Directs, COI & Operations, Compliance & Research Enterprise Operations	23	0	21	110
4	Y724	Office of Animal Research Support	11	0	13	85
4	Y726	Human Subjects Protection Program (HRPP)	19	0	26	73
4	Y9015	Office of Sponsored Projects (OSP)	66	0	75	88
5	Y9016	OSP - Finance	24	0	24	100
5	Y9017	OSP - Operations	0	0	0	0
5	Y9018	OSP - Proposals, CTA, Contracting, Sub-award, and award management	35	0	35	100
3	Y7301	University Registrar	16	0	19	84
3	Y7311	Student Administrative Services	0	0	0	0
3	Y90261	University Financial Aid	11	0	16	69
3	Y9027	Institute for Preservation of Cultural Heritage	2	0	16	13
3	Y973	FAS Dean's Office	35	0	35	100
2	Y200	VP & GENERAL COUNSEL (Alex Dreier)	40	0	36	111
3	Y201	Office of General Counsel	40	0	36	111
2	Y2000	VP OF WEST CAMPUS PLANNING & PROGRAM DEVELOPMENT (Scott Strobel)	55	0	45	122
3	Y9028	Yale Center for Molecular Discovery	0	0	0	0
3	Y9029	West Campus All Others inc. (Biotechnology, Comm & Admin Svcs, Desktop Support, Materials & Lab Assts, Research Support, Strategy Sourcing, Sustainability, Tech & Operations, and West Campus Adminis	44	0	36	122
2	Y300	VP DEVELOPMENT & YALE ALUMNI ASSOCIATION (Joan O'Neill)	299	0	301	99
3	Y30011	Medical Development	23	0	20	115
3	Y301	Corporate & Foundation Relations	20	0	23	87
3	Y307	Marketing & Communications	31	0	29	107
3	Y312	Major Gifts	33	0	24	138
3	Y313	Annual Giving/ YAF, Phone, Reunion Giving and Prospect Research	55	0	44	125
3	Y4000	Administration including Business Office and Operations	24	0	40	60
4	Y4001	VP/AVP Administration	17	0	30	57
4	Y4002	Business Office and Operations	7	0	10	70
3	Y4003	Information Management and Donor Svcs Advancement Svcs, and Information Services & Analysis	37	0	51	73
4	Y4004	Information Management and Donor Services, Advancement Services, and Information Services and Analysis	19	0	38	50
4	Y4005	Gift and Records Services	18	0	13	138
3	Y4006	Planned Giving	0	0	0	0
3	Y4007	Principal, Parents and International	21	0	23	91
3	Y405	Yale Alumni Association	44	0	43	102
2	Y3000	VP FOR COMMUNICATIONS (Nathaniel Nickerson)	35	0	33	106
3	Y3001	OPAC, Visitor's Ctr & University Printer	35	0	33	106
2	Y400	Vice President and Vice Provost for Global Strategy (Pericles Lewis)	55	0	61	90
3	Y401	Office of International Students & Scholars (OISS)	15	0	15	100
3	Y407	Conference & Events	18	0	20	90
3	Y5000	Office of International Affairs, Licensing, and Yale NUS	22	0	26	85
2	Y500	SECRETARY AND VP FOR STUDENT LIFE (Kim Goff-Crews)	45	0	27	167
3	Y6000	Chaplains Office	0	0	0	0
3	Y6001	Sec & VP for Student Life (including Office of the Secretary, LGBTQ Resources and Student Accessibility Services)	38	0	18	211
2	Y8000	SVP for OPERATIONS (Jack Callahan)	1761	503	2696	65
3	Y600	Human Resources, Administration and Public Safety	386	15	545	71
4	Y601	Administrative & Public Safety Services	220	15	383	57
5	Y20031	Emergency Management	0	0	0	0
5	Y602	Parking & Transit	21	10	11	191
5	Y603	Printing & Publishing Services	31	1	41	76
5	Y604	TRS & Campus Mail, and Travel Services	47	1	48	98
5	Y605	Yale Police	41	2	98	42
6	Y6051	Police command	12	0	27	44
6	Y6052	Police officers	27	0	71	38
5	Y606	Yale Systems & Services	18	1	42	43
5	Y607	Yale Security	38	0	145	26
6	Y6071	Security management	11	0	16	69
6	Y6072	Security guards	27	0	129	21
5	Y608	Graduate Housing and Fleet	11	0	11	100
5	Y976	Public Safety -- all other	0	0	0	0
4	Y609	Human Resources	166	0	162	102
5	Y610	Benefits Planning	10	0	12	83
5	Y611	Employee Relations	34	0	35	97
5	Y612	Best Practices, Labor Relations, and Organizational Effectiveness	19	0	20	95
6	Y20033	Best Practices	0	0	0	0
6	Y20034	Labor Relations	0	0	0	0
6	Y616	Organizational Effectiveness & Staff Development	0	0	0	0
5	Y613	Staffing & Career Development	23	0	27	85
5	Y614	HR Operations	42	0	41	102
6	Y20035	Compensation	0	0	0	0
6	Y20036	Employee Services	18	0	20	90
6	Y20037	HCM Innovation and Strategic Support	22	0	15	147
5	Y615	HR All Others (inc. Diversity & Inclusion, VP's Office and NHHL)	21	0	11	191
5	Y617	Communications	17	0	16	106
3	Y701	Auditing	14	0	13	108
3	Y702	ITS	310	0	401	77
3	Y710	Finance (includes Controller's Office, Financial Systems & Solutions, YSS, Financial Planning & Analysis, Procurement, VP Finance)	189	0	205	92
4	Y711	Shared Services	50	0	62	81
4	Y8001	Financial Systems and Solutions (FSS)	23	0	28	82
4	Y8002	Controller's Office	68	0	72	94
4	Y8003	Financial Planning & Analysis	14	0	11	127
4	Y8004	Procurement	24	0	21	114
5	Y713	Facilities Procurement	0	0	0	0
5	Y714	Procurement - all other	18	0	13	138
4	Y8006	VP Finance	10	0	10	100
3	Y715	Business Operations	60	0	61	98
4	Y717	Business Operations, Other	35	0	35	100
4	Y718	Lead Administrator - Central Campus & West Campus	0	0	0	0

4	Y719	Lead Administrator - Medicine	0	0	0	0
4	Y720	Operations Manager - Central Campus & West Campus	16	0	17	94
4	Y721	Operations Manager - Medicine	0	0	0	0
3	Y716	FRMS - Financial Research Management Services	33	0	34	97
3	Y734	Hospitality	316	237	499	63
4	Y735	Administration	26	0	27	96
4	Y736	Catering	11	0	15	73
4	Y737	Culinary Support Center	27	23	53	51
4	Y738	Dining	252	214	355	71
5	Y20030	Franklin/Murray	34	29	55	62
5	Y739	Berkeley	15	8	27	56
5	Y740	Brantford/Saybrook	7	6	51	14
5	Y741	Hopper	8	6	25	32
5	Y742	Commons/Schwarzman Center	0	1	0	0
5	Y743	Davenport	15	15	27	56
5	Y744	Jonathan Edwards	16	13	22	73
5	Y745	Pierson	14	12	18	78
5	Y746	Silliman	15	12	29	52
5	Y747	Stiles/Morse	42	39	48	88
5	Y748	Timothy Dwight	14	13	23	61
5	Y749	Trumbull	6	4	24	25
5	Y750	Auxiliary	63	54	49	129
6	Y9001	Hall of Graduate Studies (HGS)	0	4	0	0
6	Y9002	School of Management (SOM)	20	17	19	105
6	Y9003	Durfee/Thain/Golf Course/Becton	7	6	13	54
6	Y9004	Divinity/ West Campus	0	8	0	0
6	Y9005	Café Med/Health Center/KBT	20	19	11	182
3	Y801	New Haven Affairs and University Properties	19	0	16	119
3	Y802	Office of Facilities & Campus Planning	434	251	943	46
4	Y803	Planning & Construction (Capital Program)	37	0	34	109
5	Y20038	University Planning and Campus Development	0	0	0	0
4	Y804	Sustainability	0	0	0	0
4	Y805	Facilities Operations	134	63	318	42
5	Y808	Physical Plant	77	46	199	39
5	Y809	Engineering, Utilities, Power Plants	25	8	79	32
5	Y8091	Fire Code Compliance	9	5	18	50
5	Y810	Customer Service Center	23	4	22	105
4	Y806	Facilities Business Office	24	0	25	96
4	Y811	Facilities Services	232	188	553	42
5	Y807	Custodial Services	213	181	503	42
5	Y8071	Grounds & Waste Management	18	6	50	36
2	Y900	SCHOOL OF MEDICINE (Dean Robert Alpern))	3193	0	4297	74
3	Y7010	Radiology & Biomedical Imaging	75	0	88	85
4	Y7011	Clinical and Business Operations & Faculty Support	37	0	45	82
4	Y7012	MR Center	17	0	15	113
4	Y7013	PET Center	21	0	28	75
3	Y901	Anesthesiology	35	0	30	117
3	Y902	Cancer Center	246	0	324	76
4	Y903	Clinical Trials Office	126	0	137	92
4	Y904	Smilow	63	0	76	83
4	Y905	All Other Departments	57	0	111	51
3	Y906	Cell Biology (including HTCB)	20	0	20	100
3	Y907	Child Study Center	100	0	107	93
4	Y9071	Center for Emotional Intelligence	27	0	26	104
4	Y974	Child Study all other excluding Center for Emotional Intelligence	73	0	81	90
3	Y908	Dermatology	65	0	78	83
3	Y910	Emergency Medicine	36	0	27	133
3	Y911	School of Public Health	148	0	166	89
4	Y9110	Administrative Units in Support of Faculty, Students & Staff	72	0	71	101
4	Y9111	Research Studies and Centers	76	0	102	75
3	Y912	Genetics	56	0	68	82
3	Y913	Immunobiology	43	0	79	54
3	Y914	Internal Medicine	378	0	407	93
4	Y915	Infectious Disease (including AIDS)	43	0	53	81
4	Y916	Cardiology	79	0	97	81
5	Y7000	Administration/Finance	0	0	0	0
5	Y7001	Clinical	15	0	15	100
5	Y7002	Research	43	0	43	100
4	Y918	Digestive Disease	32	0	27	119
4	Y919	Education (inc. Global Health)	0	0	0	0
4	Y920	Endocrinology	18	0	29	62
4	Y921	General Medicine (inc. Occupational Medicine & Clinical Scholars)	39	0	49	80
4	Y922	Geriatrics	23	0	25	92
4	Y923	Nephrology	19	0	17	112
4	Y925	Pulmonary	25	0	26	96
4	Y926	Rheumatology	12	0	15	80
4	Y927	Internal Medicine-all other (inc. Administration and Immunology)	76	0	60	127
3	Y929	Laboratory Medicine	35	0	30	117
3	Y930	Molecular Biophysics & Biochemistry	17	0	68	25
3	Y932	Neurology	103	0	144	72
3	Y933	Neurosurgery	35	0	39	90
3	Y934	Obstetrics & Gynecology	63	0	77	82
3	Y935	Ophthalmology & Visual Science	56	0	36	156
3	Y936	Orthopedics & Rehabilitation	54	0	47	115
3	Y937	Pathology	120	0	159	75
4	Y7003	Clinical Laboratories	71	0	139	51
4	Y7004	Business Operations, Academic Support, and IT	0	0	0	0
4	Y7005	Research Operations	14	0	11	127
3	Y938	Pediatrics	158	0	143	110
4	Y7006	Administrative Staff (Admin. Assistants and Call Center)	38	0	23	165
4	Y7007	Business Office & Chair's Office Staff	26	0	23	113
4	Y7008	Clinical Staff (Including APRNS, RN's and others)	39	0	29	134
4	Y7009	Research Staff (Research Associates, Research Assistants, etc)	55	0	68	81
3	Y939	Pharmacology	29	0	27	107
3	Y940	Physiology	16	0	18	89
3	Y941	Psychiatry	197	0	287	69
4	Y942	DSA	23	0	23	100
4	Y943	CNRU and Ribicoff Labs	22	0	22	100
4	Y944	Combined Psychiatric Program Unit	10	0	10	100
4	Y945	CMHC (inc. Consultation Center, PRCH and Other)	65	0	65	100
4	Y946	Administration, Yale New Haven, YBH, Cedarhurst, and Other)	77	0	77	100
3	Y947	Surgery	125	0	119	105
4	Y948	Administration	72	0	30	240
4	Y949	Clinical	30	0	66	45
4	Y950	Transplantation	23	0	23	100
3	Y951	Therapeutic Radiology	35	0	21	167
3	Y952	Yale Animal Resources Center (YARC)	123	0	193	64

4	Y7014	Administration (including Business Office Staff)	19	0	20	95
4	Y7015	Husbandry (including Maintenance, Training & Regulatory)	78	0	135	58
4	Y7016	Rodent Services & Veterinary Clinical Services	17	0	19	89
4	Y7017	Sanitation & Transportation	9	0	18	50
3	Y953	Yale Medicine Administration (YMA)	477	0	623	77
4	Y20044	Clinical Affairs	71	0	167	43
5	Y20046	CARE Center	20	0	94	21
5	Y9571	Clinical Operations	51	0	73	70
4	Y20047	Central Business Office	116	0	92	126
5	Y20048	Billing and Coding	116	0	92	126
4	Y954	Administration	156	0	93	168
5	Y20041	Learning & Development, Project Management, Human Resources and Quality	19	0	14	136
5	Y20042	Continuing Medical Education & CMO	9	0	12	75
5	Y20043	Network Development	14	0	12	117
5	Y955	Credentialing & Compliance	16	0	19	84
5	Y956	JDAT, Finance and Administration, and Clinical Transformation	35	0	36	97
5	Y957	YPB/YM Clinical Support Staff	63	0	63	100
4	Y958	Patient Financial Services	134	0	227	59
5	Y9581	PFS Inc. (AR, Pre-estimation, Pre-authorization, Patient Services, Patient Registration, Revenue, Integrity and Analytics)	87	0	140	62
5	Y959	AR-Accounts Receivable	47	0	87	54
3	Y964	Microbial Pathogenesis (MMPATH)	13	0	10	130
3	Y965	Comparative Medicine (MCMED)	35	0	34	103
3	Y966	YSM Central Units	242	0	242	100
4	Y967	Yale Center for Clinical Investigation (YCCI)	81	0	90	90
4	Y968	Office of Medical Education - (including MD/PHD, Financial Aid, Multicultural Affairs, Office of Education, PA Program, Student Affairs, Student Research and Teaching & Learning Center)	44	0	49	90
4	Y969	Institutional Planning & Communications	30	0	32	94
4	Y970	Financial Operations	45	0	41	110
4	Y971	YSM Central Departments (inc. Academic and Faculty Affairs, BBS Program, Investigative Medicine, Neuroscience, Office Post Doc Affairs , Research Affairs, Women In Medicine, Regional Admin, Dean's Off	42	0	190	22
3	Y96777	Neuroscience (Pietro De Camilli)	23	0	23	100
3	Y972	Urology	34	0	11	309

LAST PAGE OF SECTION

Section 2

2019 Results to Action Training PresentationSection 2 (pages 21-117)

- [Mercer|Sirota NEW USER TRAINING PowerPoint](#)
- [SORT User Guide](#)
- [Action Tracker User Guide](#)

2019 YALE WORKPLACE SURVEY

NEW USER
RESULTS TO ACTION TRAINING



TODAY'S AGENDA

1

SETTLING IN

2

HOW TO BE AN ENGAGING LEADER

3

SIROTA ONLINE REPORTING TOOL (SORT)
AND INTERPRETING YOUR REPORT

4

CREATING AN ACTION PLAN

5

ACTION TRACKER TOOL

6

CREATING A COMMUNICATIONS PLAN

WHY IS ACTION IMPORTANT?

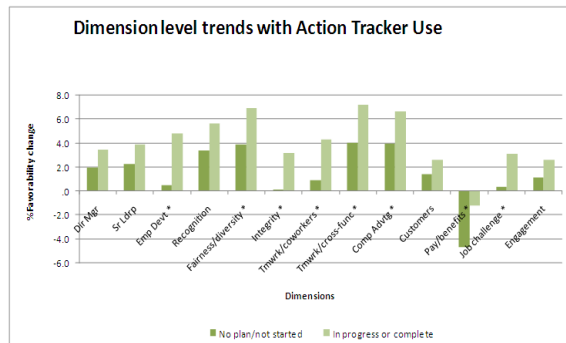
Engagement → Performance



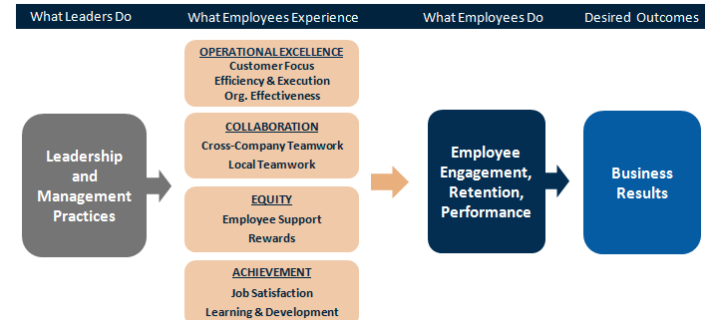
No Action → Frustration

“I have taken at least three of these surveys and nothing has changed...”

Small Steps → Big Improvement



Action → Business Performance



INTERPRETING YOUR MANAGER REPORT



Be the Change.
See the Change.
Feel the Change.

2019 WORKPLACE SURVEY

Purpose

- Offer employees an opportunity to provide feedback to senior leadership and have a voice
- Understand current levels of employee commitment
- Measure employee attitudes about the company, their leadership/management and their jobs
- Identify and prioritize opportunities for improvement and action

When: November 4 – December 6, 2019

How: Web-based and paper, customized, unidentified survey

What: **Core:** 52 Diagnostic Items across 12 Dimensions with 6 Write-ins

Division Specific: (Facilities, General Counsel, School of Medicine, Finance & Business Operations, Development & YAA, and School of Drama)

Who: All CT, SM, MP and Faculty within the Schools of Drama, Art, & Nursing.

Data Analysis: Mercer | Sirota

Response Rate: 80% (8,052 out of 10,094)

REPORT CONFIDENTIALITY & FORMAT

- **The worth of a Survey is directly tied to respondents' willingness to share perceptions and opinions in an open, straightforward manner. This Survey process has been designed with the express intention of protecting Employee confidentiality:**
 - Survey responses were submitted directly to Mercer | Sirota *only*
 - Demographic analysis is conducted only at the overall organization level as well as for any groupings of 10 respondents or more

- **Some Background on the Reports**
 - In order to receive a report, a Manager must have **at least 10 Employees on his/her team**
 - Reports are organized by dimensions (subject matter categories)
 - Yale has a custom organizational hierarchy
 - Each report may contain the following data lines:
 - Yale Overall
 - Report Owner
 - One level up from the Report Owner (when applicable)
 - One level down from the Report Owner (when applicable)
 - Each report contains the following column data:
 - Yale Overall comparison
 - 2017 Trend
 - Mercer | Sirota Norm comparison

REPORT TYPES

Chapters/Reports

1. Dashboard (3 total)
2. Top 10
3. Bottom 10
4. Most Improved
5. Most Declined
6. Item Detail
7. Uniquely Scaled Items & Demographics
8. Comment Summary
9. All Items

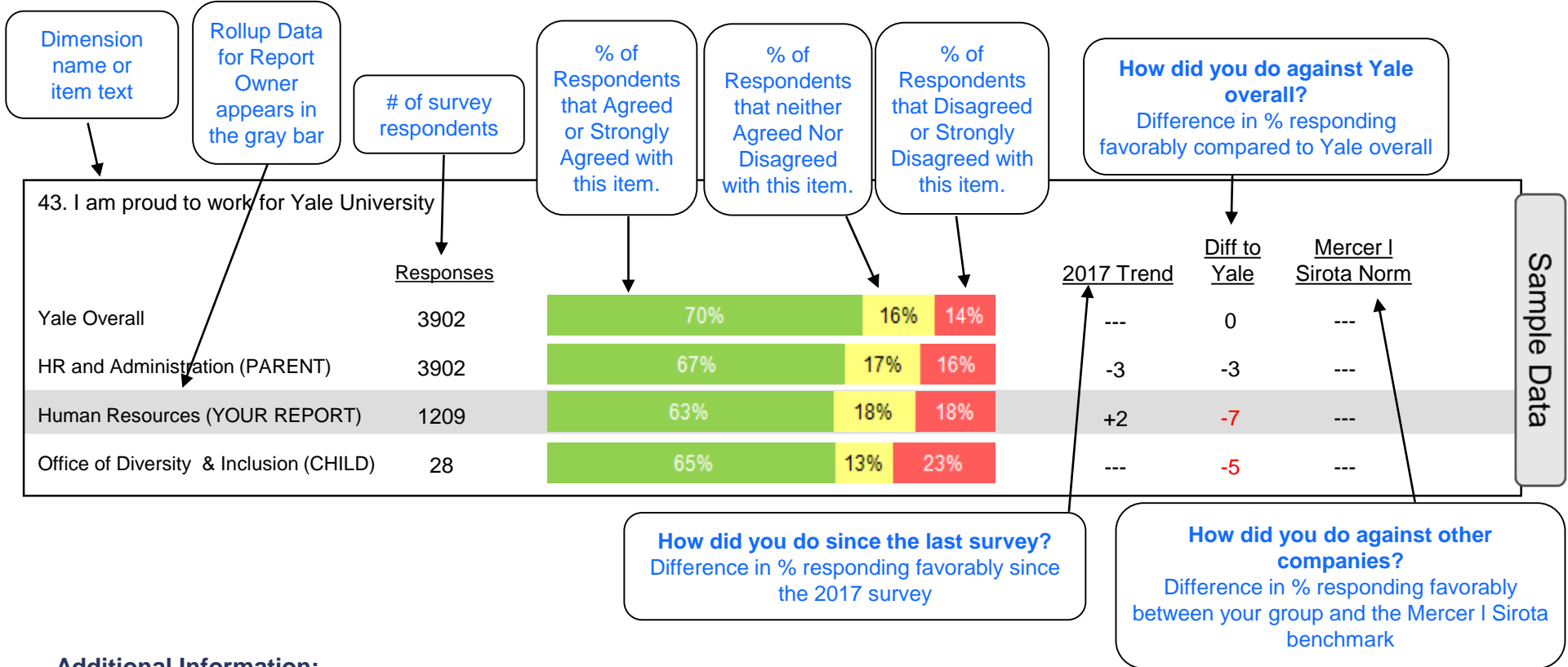
Purpose

Big Picture
 10 Most Favorable
 10 Most Unfavorable
 Largest Increase
 Largest Decrease
 Deeper Insights into Your Unit
 Uniquely Scaled Items and Respondent Demographics
 Written Comment Submissions
 All Item View

Format

PPT/HTML
 PPT/HTML
 PPT/HTML
 PPT/HTML
 PPT/HTML
 PPT/HTML
 PPT/HTML
 HTML/Comment
 HTML

UNDERSTANDING YOUR WORKPLACE SURVEY ITEM DETAIL

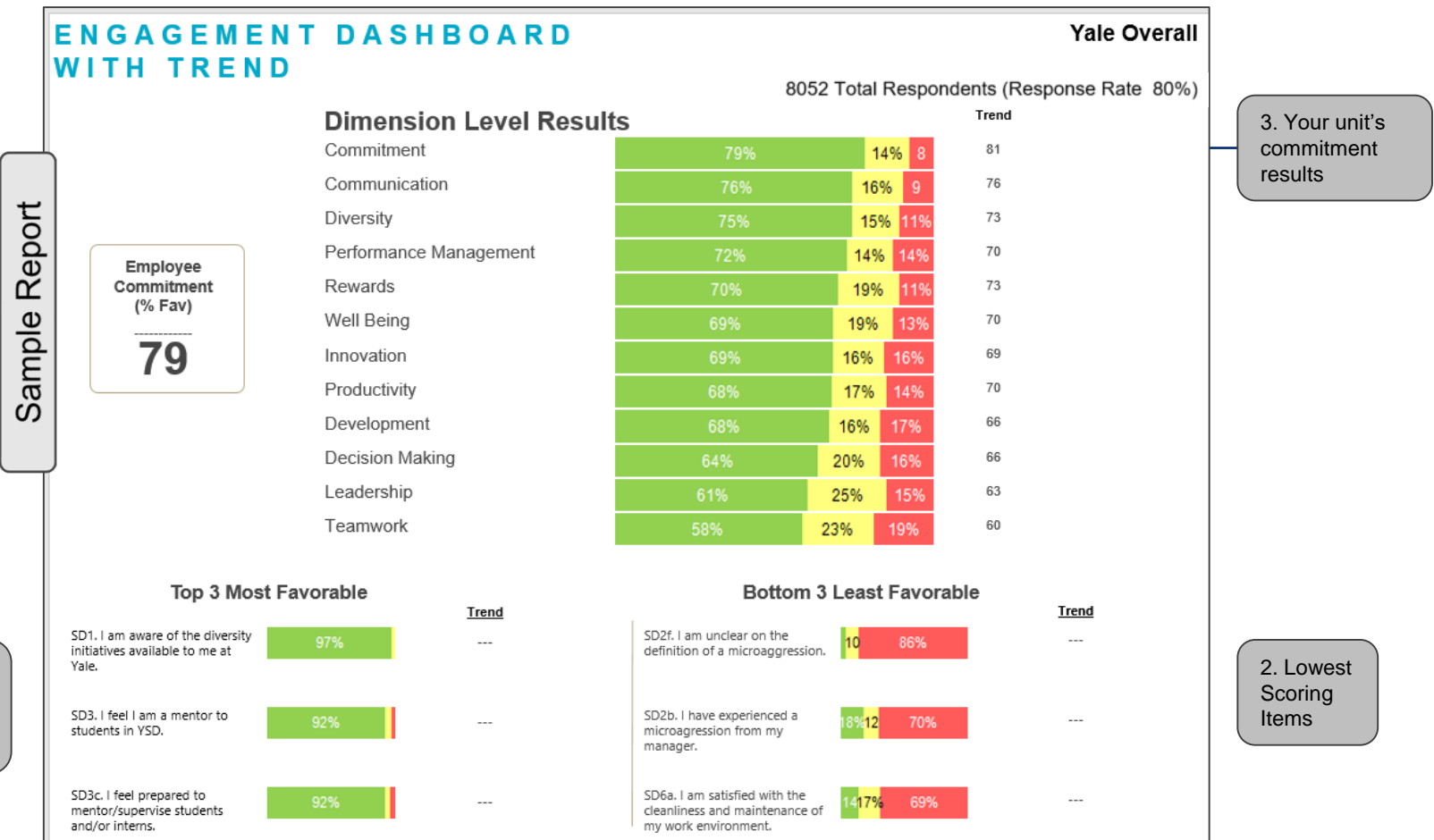


Additional Information:

- To protect confidentiality, item level responses are reported for groups of 10 or more employees. If there are fewer than 10 employees in a group, the page will show the words "insufficient data" instead. These responses will roll-up to the next level of the organization.
- Results are generally ordered in descending order (e.g., from most to least favorable). In the item detail section, items are grouped by dimension (i.e., theme or category).
- When response choices are combined to show %Favorable, %Neutral, or %Unfavorable, there may be a discrepancy of 1 percentage point due to rounding.
- Color-coded trend scores indicate a meaningful increase (i.e., 5-point increase or higher) or decrease (i.e., 5-point decrease or lower) compared to the previous survey administration. Trend scores not color-coded indicate there is not a meaningful difference between your score this year and the previous survey administration. Dashes indicate that trend is not available.

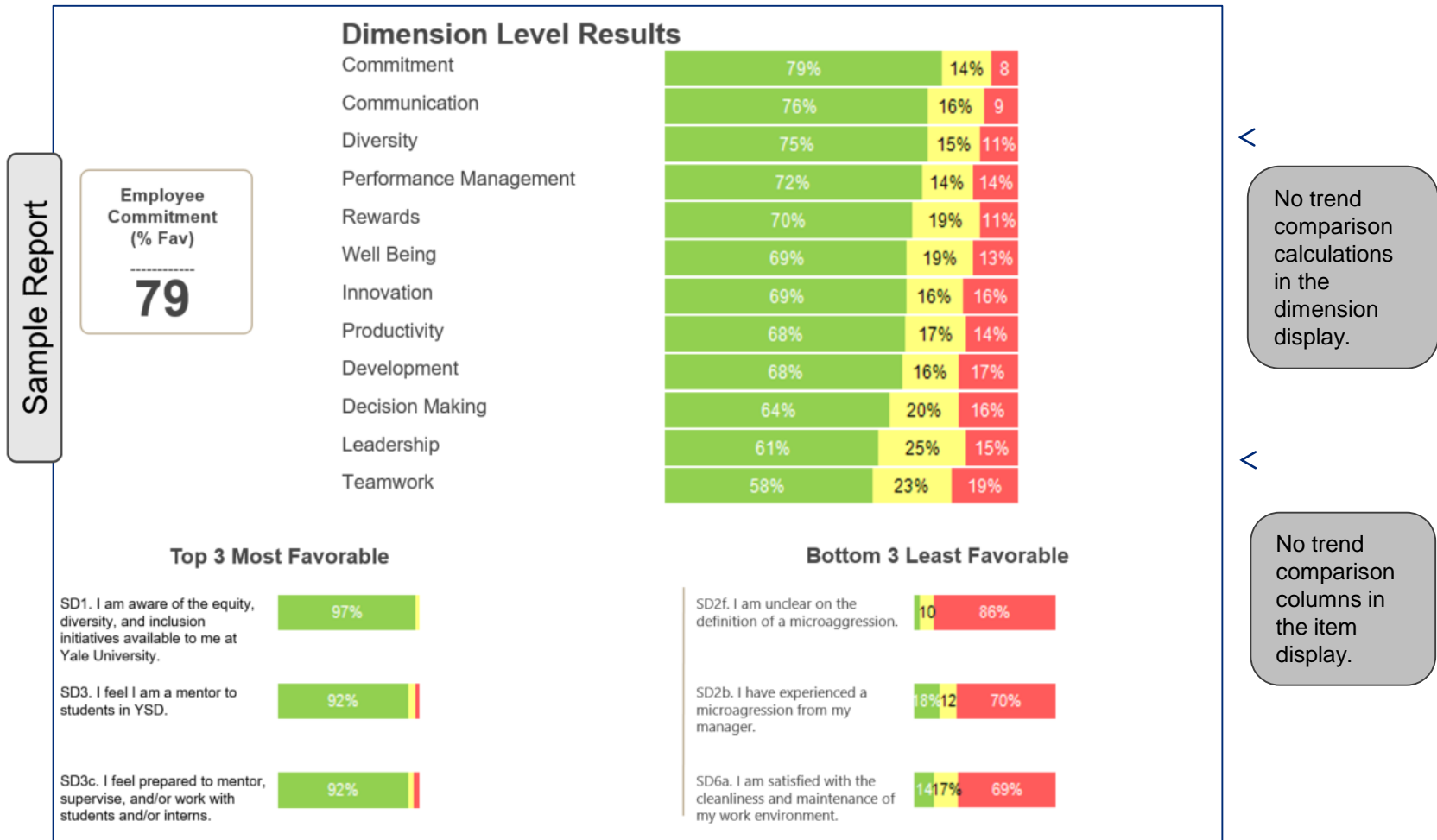
DASHBOARD (WITH TREND)

The dashboard shows a high-level overview of your unit's results. The dashboard is broken into four main sections: 1. Your highest scoring items, 2. Your lowest scoring items, 3. Your unit's commitment results, and 4. A summary of your dimension results.



DASHBOARD (WITHOUT TREND)

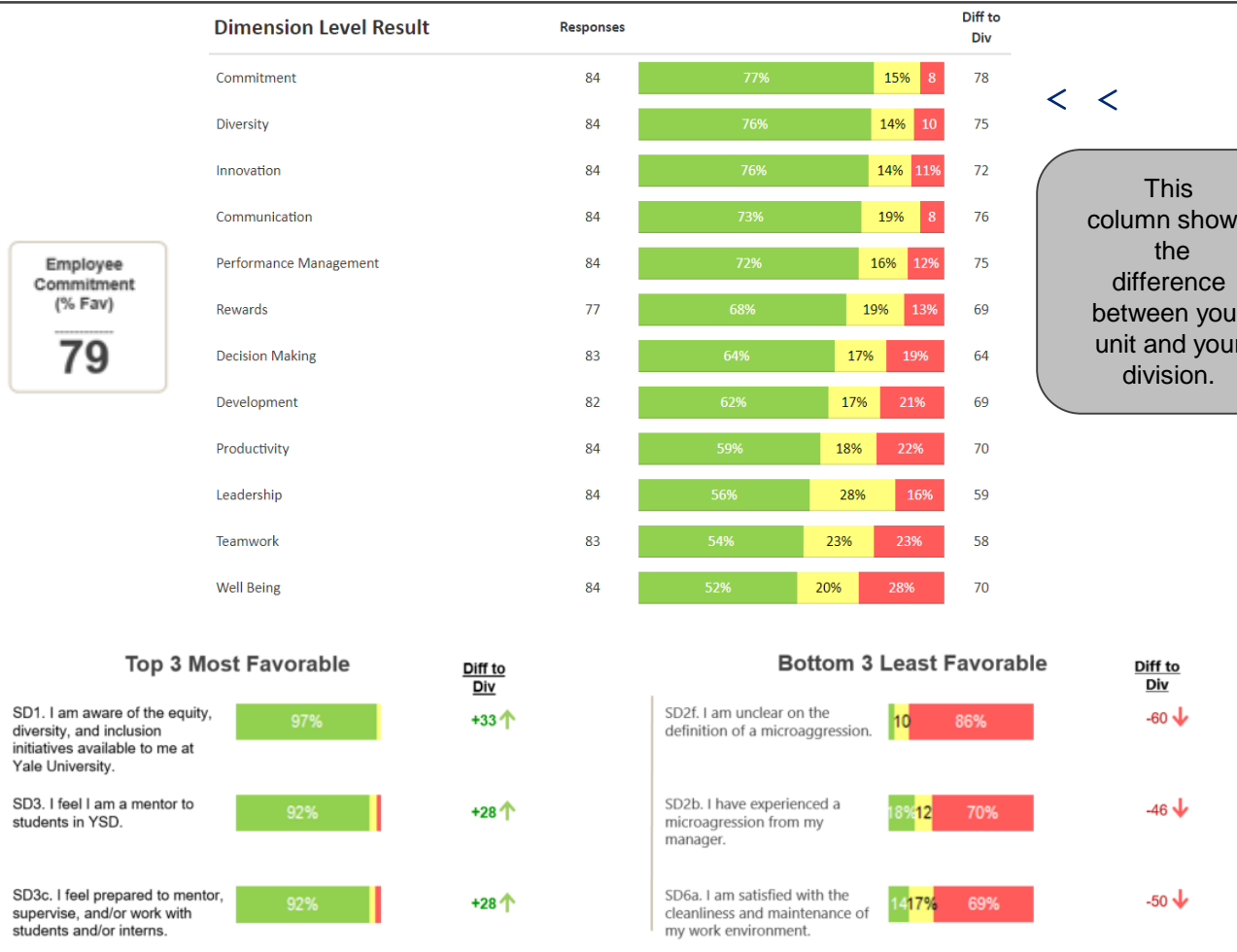
The dashboard chapter includes a dashboard display without trend scores. This display is recommended for reviewing results where there have been significant organizational changes since the last survey administration.



DASHBOARD (DIVISION)

The dashboard chapter includes a dashboard display that compares your unit's scores to your Division's scores.

Sample Report



TOP 10/BOTTOM 10

	Responses	2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
SD1. I am aware of the equity, diversity, and inclusion initiatives available to me at Yale University.	74	97%	---	0
SD3. I feel I am a mentor to students in YSD.	83	92%	---	0
SD3c. I feel prepared to mentor, supervise, and/or work with students and/or interns.	83	92%	---	0
SD5. I am able to accomplish my duties and responsibilities safely.	84	90%	---	0
SD1e. My manager supports my participation in EDI trainings	75	89%	---	0
52a. Tobacco Free Yale Assistance Program.	7252	87%	+3	0
38a. My peers	7993	86%	---	0
SD5a. I receive adequate training to do my job safely.	80	85%	---	0
MED4. I seek ways to help the YSM clinical practice offer patients better quality and more efficient care.	772	84%	+3	0
46. I am proud to work for Yale University.	8002	84%	-2	0

Comparison columns of 2017 trend, Yale Overall, and the Mercer | Sirota Norm data.

Sample Report

	Responses	2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
SD2f. I am unclear on the definition of a microaggression.	79	410% 86%	---	0
SD2b. I have experienced a microaggression from my manager.	83	18% 12% 70%	---	0
SD6a. I am satisfied with the cleanliness and maintenance of my work environment.	84	14% 17% 69%	---	0
SD2d. I have experienced a microaggression from a visiting artist.	76	20% 14% 66%	+20 ↑	0
SD2e. I have experienced a microaggression from a patron or visitor.	78	17% 23% 60%	---	0
SD6d. I am satisfied with communications about maintenance and facilities projects in my work environment.	83	29% 17% 54%	---	0
SD2c. I have experienced a microaggression from a student and/or intern.	81	31% 15% 54%	---	0
SD6b. I am satisfied with the quality of my work environment.	84	29% 21% 50%	---	0
SD1c. I attend EDI trainings outside of Yale and YSD.	77	30% 22% 48%	---	0
SD4d. YSD devotes resources to managing the stress and responsibilities of its employees.	74	22% 31% 47%	---	0

See how your unit's items compare to 2017 Trend, Yale Overall, and the Mercer | Sirota norm value. The Top 10 items are the most favorable items for your unit, based on % favorable, and the Bottom 10 items are the most unfavorable items for your unit, based on % unfavorable.

MOST IMPROVED/MOST DECLINED

Sample Report

MOST IMPROVED ITEMS

Yale Overall

8052 Total Respondents (Response Rate 80%)

Responses	2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Sd2d. I have experienced a microaggression from a visiting artist.	76	20% 14% 66%	+20 ↑ 0 ---
39. My manager recognizes employees for high quality performance.	7811	72% 15% 13%	+5 ↑ 0 ---

Comparison columns of 2017 trend, Yale Overall, and the Mercer | Sirota Norm data.

MOST DECLINED ITEMS

Yale Overall

8052 Total Respondents (Response Rate 80%)

Responses	2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
11a. Yale University	5808	44% 39% 17%	-12 ↓ 0 ---
11b. My Unit, [HIERARCHYNAME]	5728	45% 37% 18%	-10 ↓ 0 ---
51e. Procurement / Purchasing	6353	59% 27% 14%	-6 ↓ 0 ---
51c. Waste Management	6853	68% 21% 12%	-6 ↓ 0 ---
Dev3. I would recommend the Office of Development & AYA to others as a great place to work.	298	66% 23% 10%	-5 ↓ 0 ---
49c. Paid Time off	7574	68% 23% 9	-5 ↓ 0 ---

The most improved items are those items with the largest percentage point move since the last survey for your unit. The most declined items are those items that showed the largest downward move since the last survey for your unit.

ITEM DETAIL CHAPTER

Sample Report

Commitment			Diff to Yale		Mercer Sirota	
	Responses		2017 Trend	Overall	Norm	
Yale Overall	8017	79% 14% 8	-2	0	---	
DIVISION PLACEHOLDER 1	801	80% 13% 7	-2	+1	---	
DIVISION PLACEHOLDER 2	890	78% 14% 8	-3	-1	---	
DIVISION PLACEHOLDER 3	702	78% 15% 8	-1	-1	---	
DIVISION PLACEHOLDER 4	1001	82% 13% 6	-2	+3	---	
DIVISION PLACEHOLDER 5	521	81% 13% 6	-9 ↓	+2	---	
DIVISION PLACEHOLDER 6	831	85% 5 10%	-2	+6	---	
DIVISION PLACEHOLDER 7	125	86% 8 6	+1	+7	---	
DIVISION PLACEHOLDER 8	1255	82% 13% 5	-5	+3	---	
DIVISION PLACEHOLDER 9	921	92% 5 5	+2	+13	---	
DIVISION PLACEHOLDER 10	970	70% 21% 10%	-13	-9	---	

1. Taking everything into account, I am satisfied with Yale University as a place to work.						
	Responses		2017 Trend	Diff to Yale Overall	Mercer Sirota	
Yale Overall	8017	83% 10% 7	-2	0	---	
DIVISION PLACEHOLDER 1	801	83% 10% 7	-3	0	---	
DIVISION PLACEHOLDER 2	890	85% 9 7	-2	+2	---	
DIVISION PLACEHOLDER 3	702	81% 12% 7	-3	-2	---	
DIVISION PLACEHOLDER 4	1001	87% 8 5	-3	+4	---	
DIVISION PLACEHOLDER 5	521	86% 10% 4	-7 ↓	+3	---	
DIVISION PLACEHOLDER 6	831	87% 4 9	-1	+4	---	
DIVISION PLACEHOLDER 7	125	89% 5 5	0	+6	---	
DIVISION PLACEHOLDER 8	1255	89% 7 4	+3	+6	---	
DIVISION PLACEHOLDER 9	921	90% 5 5	-4	+7	---	
DIVISION PLACEHOLDER 10	970	83% 11% 6	-9	0	---	

This chapter is organized alphabetically by dimension. Within each dimension, items are then listed numerically as they appeared in the survey.

UNIQUELY SCALED ITEMS & DEMOGRAPHICS

CHAPTER

This chapter displays your unit's responses to Uniquely Scaled and Demographic Items.

UNIQUELY SCALED ITEM

Yale Overall

8052 Total Respondents (Response Rate 80%)

(I am treated fairly at Yale University.) In what area(s) is your concern:



Responses

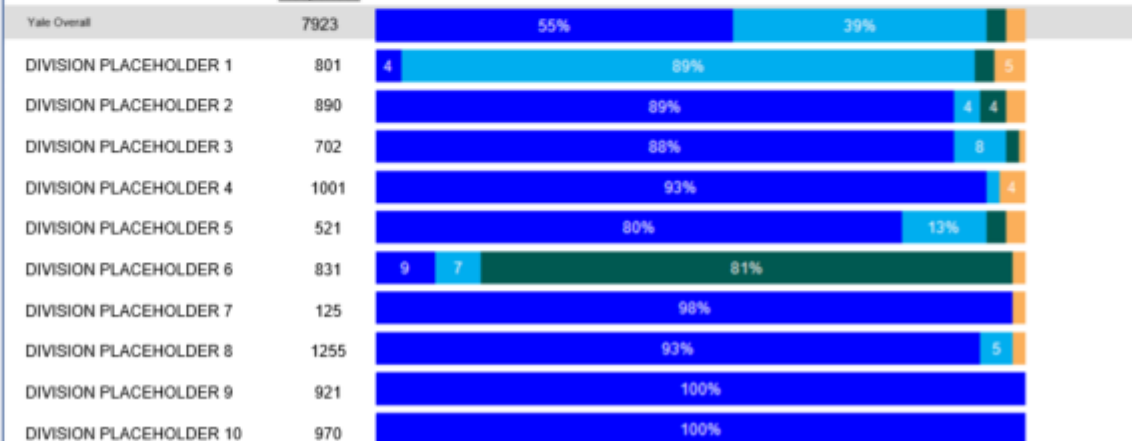


Sample Report

	Yale Overall	1263	
DIVISION PLACEHOLDER 1	801	23%	
DIVISION PLACEHOLDER 2	890	24%	
DIVISION PLACEHOLDER 3	702	20%	
DIVISION PLACEHOLDER 4	1001		
DIVISION PLACEHOLDER 5	521	6	2%
DIVISION PLACEHOLDER 6	0		
DIVISION PLACEHOLDER 7	125	18%	
DIVISION PLACEHOLDER 8	6		
DIVISION PLACEHOLDER 9	8		
DIVISION PLACEHOLDER 10	0		

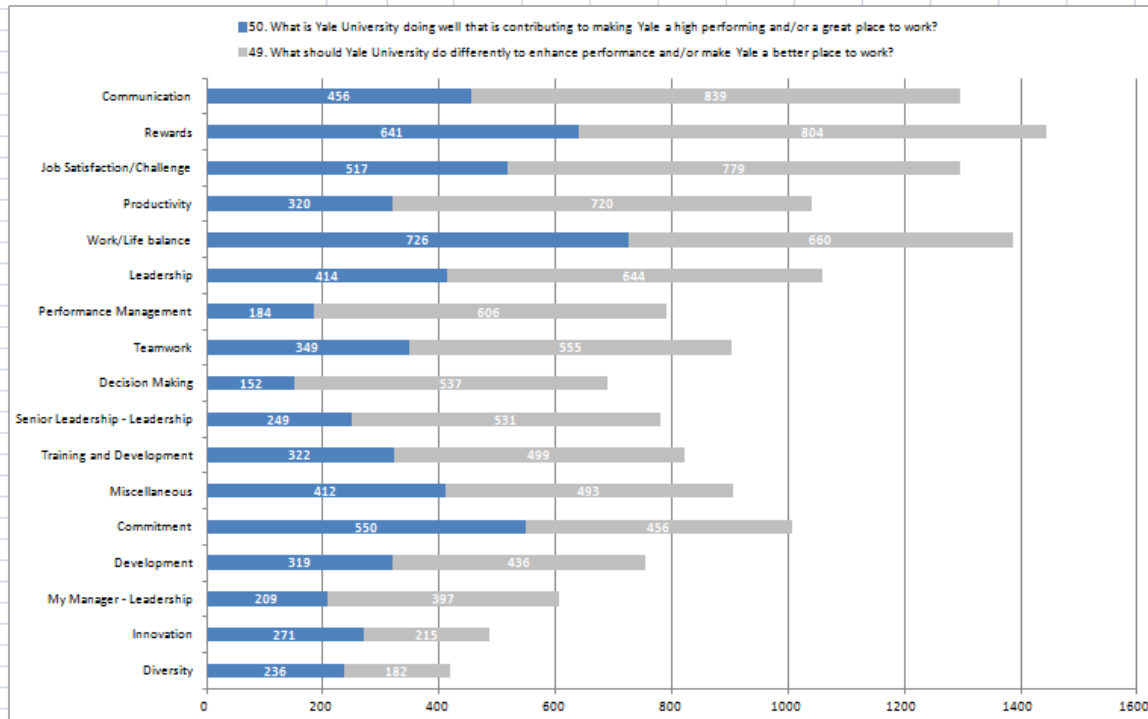


Responses



COMMENT REPORT

Number of employees in your unit whose comments corresponded to each category . Categories were self-selected by the employee.



If your report includes comments that pertain to division-specific questions (Facilities, General Counsel, School of Medicine, Finance & Business Operations, Development & YAA, and School of Drama) you will find responses to these items in the tabs preceding the comment summary chart.

ALL ITEMS CHAPTER

This chapter is available in the HTML reports only. It allows you to see all of the survey items in one place.

All Items							
	Responses	Overall Fav	Neutral	Overall UnFav	2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
52a. Aware of Yale's commitment to well-being in: Tobacco Free Yale Assistance.	7252	87%		9 3	+3	0	---
38a. I am treated with respect by: My peers.	7993	86%		10 4	---	0	---
50a. My Health Insurance benefits are comprehensive and provide great protection.	7560	83%		12% 5	-4	0	---
47. I would recommend Yale University to others as a great place to work.	7990	79%		16% 6	-1	0	+3
4. I feel confident that Yale University has a plan to ensure long-term success.	7907	79%		15% 6	0	0	+1
42. I am treated fairly at Yale University.	7902	79%		13% 8	+1	0	+1
2. Yale University's mission and core values are clear.	7973	78%		15% 7	-1	0	+5 ↑

THE BEST WAY FORWARD FROM HERE

Review and Analyze

Review and analyze your strengths and weaknesses in the data.



Communicate Results

Then, summarize and communicate your results to the team. This can be done via email or a formal presentation.



Formulate Action Plans

Within a cross-functional team, begin to formulate your action plans. Make plans to both celebrate strengths and improve challenges.



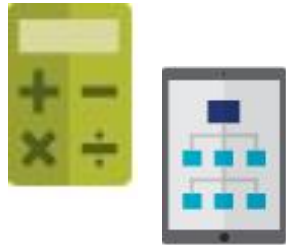
Implement and Monitor Action Plans

Set deadlines for the team to both begin and measure the outcome of actions that are planned for.



WITHOUT A CLEAR PATH, LEADERS TEND TO FALL INTO FOUR TRAPS

Analysis Paralysis



Rush To Action



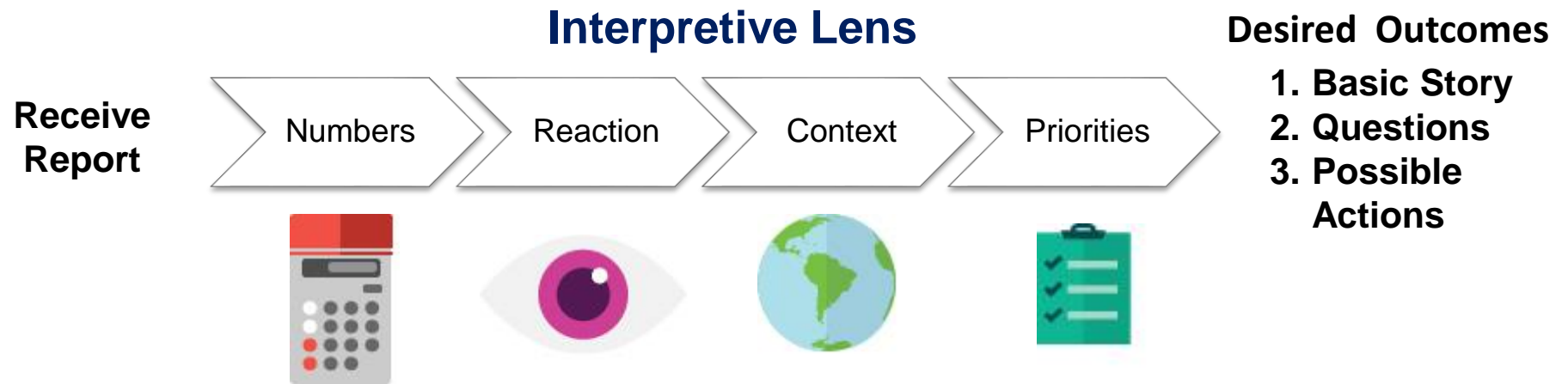
Over-personalization



Under-personalization



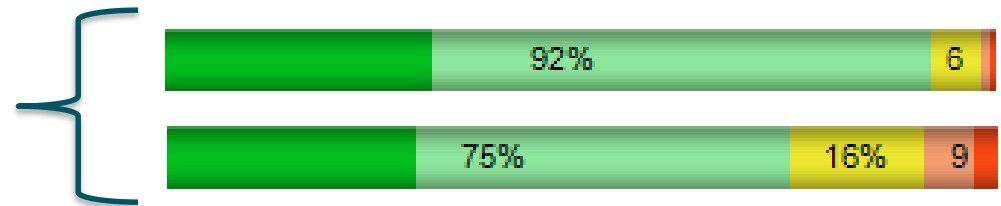
INTERPRETING YOUR RESULTS



START WITH THE NUMBERS

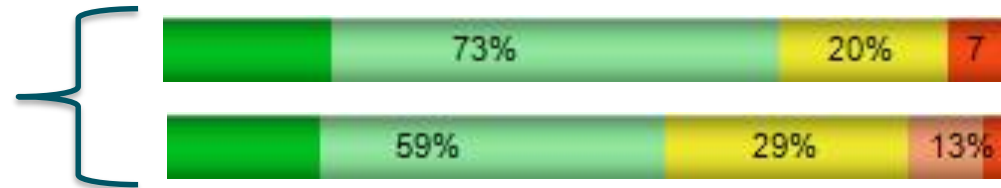
➤ What are your Strengths?

- 75% Favorable or higher
- Less than 20% Unfavorable



➤ Opportunities?

- 20% Neutral or higher
- More Neutral than Unfavorable
- At least 55% of employees are favorable

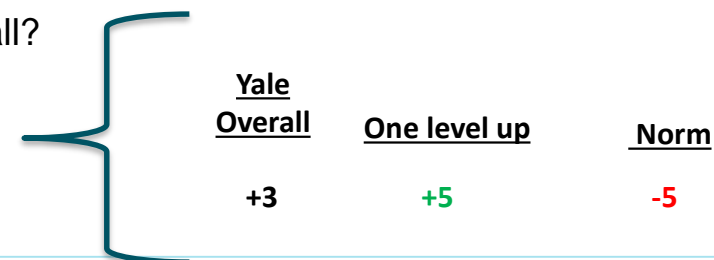


➤ Areas of Concern?

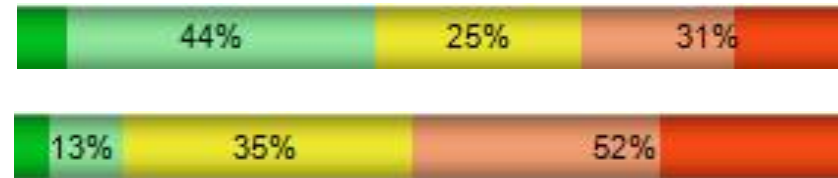
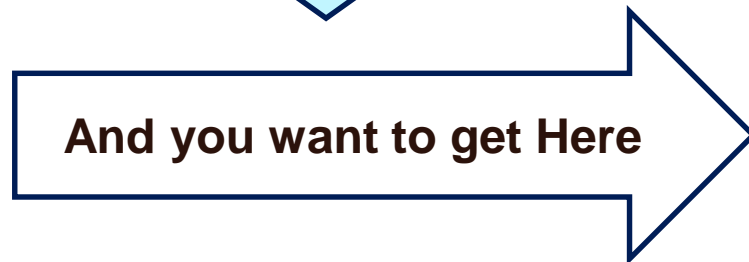
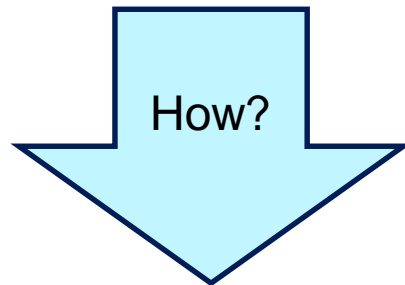
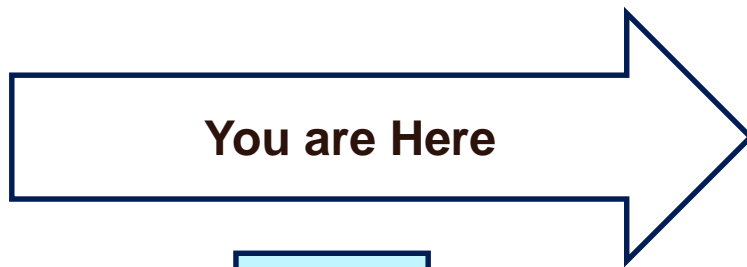
- 20% Unfavorable or higher
- More Negative than Neutral
- Less than 55% employees are favorable



- How do your results compare to the company overall?
- How do your results compared to your leader's?
- Are your results within the norm or exceptional?



THE BEST WAY FORWARD FROM HERE



PROCESS YOUR REACTIONS

What
surprises you?

Good Surprises	Bad Surprises



What do you need to
learn about?

Questions	Concerns



CONSIDER THE CONTEXT

**What is going on
in...**

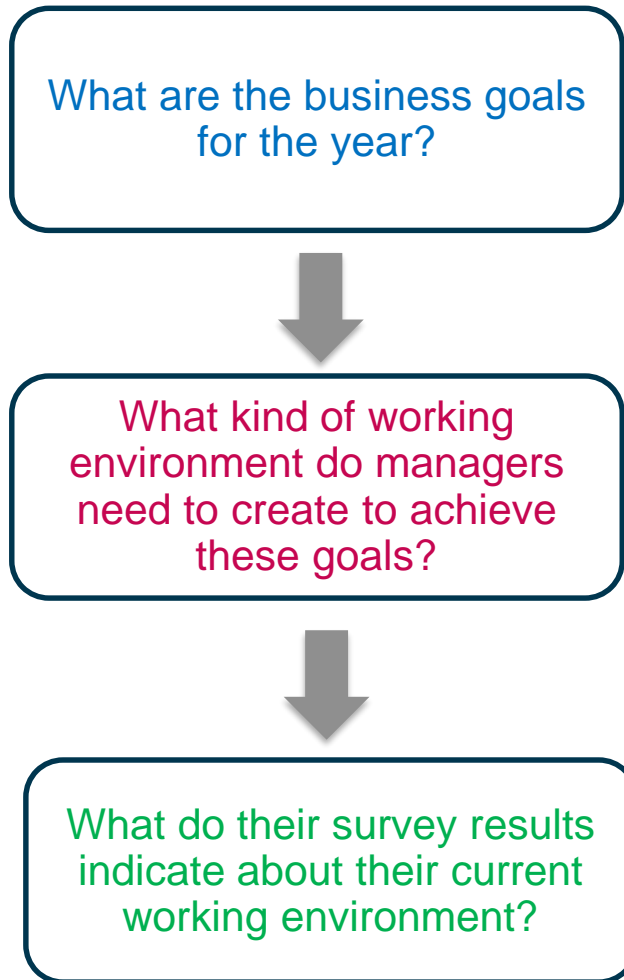
Outside Influences/External Drivers



**All these factors
can
impact results**

FOCUS ON THE PRIORITIES

Example



Improve collaboration with other departments

Effective Teamwork
Clear Communication
High Commitment

Employee commitment is high, but Teamwork scores are lower than I expected. Need to discuss with team.

PULLING IT ALL TOGETHER



**What is
your
team's
story?**

**Share this with
your leader first
to make sure
you're aligned
before
conducting your
meeting.**

- ☐ As a team, we are [highly?; moderately?; under?] engaged.
- ☐ Our top three strengths _____ suggest to me that we are good at _____
- ☐ Our top three weaknesses _____ suggest to me that we struggle when it comes to _____
- ☐ Given the context over the past year,
I understand _____
I am surprised to see _____
- ☐ Considering where we need to go this next year, I want to discuss these areas _____
- ☐ What do managers think? What story do managers see?

SORT OVERVIEW



Be the Change.
See the Change.
Feel the Change.

2019 WORKPLACE SURVEY

MERCER | SIROTA'S ONLINE REPORTING TOOL

- **Sirota Online Reporting Tool (SORT) is a system for cutting and slicing data to investigate trouble spots within the organization.**
 - Allows for creating demographics or organizational cuts of the data to any or all survey questions
 - Allows the ability to create reports for units that may have had movement during survey administration.
 - Avoids slow turn around times from request to delivery of investigated areas
 - Requires a minimum of 10 responses
- **As a custom SORT User...**
 - You have the ability to create unlimited custom reports
 - You can send custom reports to leaders/managers directly from your report libraries

Click here for SORT [access](#)

CREATING AN ACTION PLAN



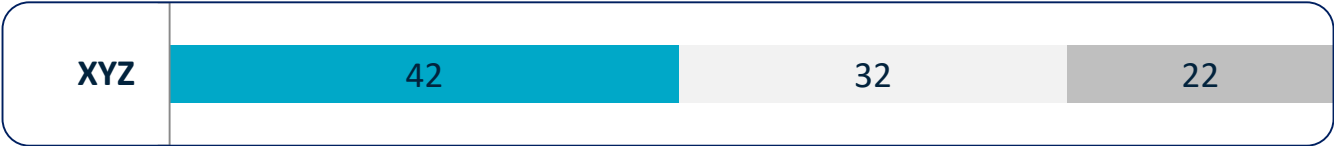
Be the Change.
See the Change.
Feel the Change.

2019 WORKPLACE SURVEY

IF THE SURVEY DOESN'T LEAD TO ACTION ENGAGEMENT WILL LIKELY DECLINE

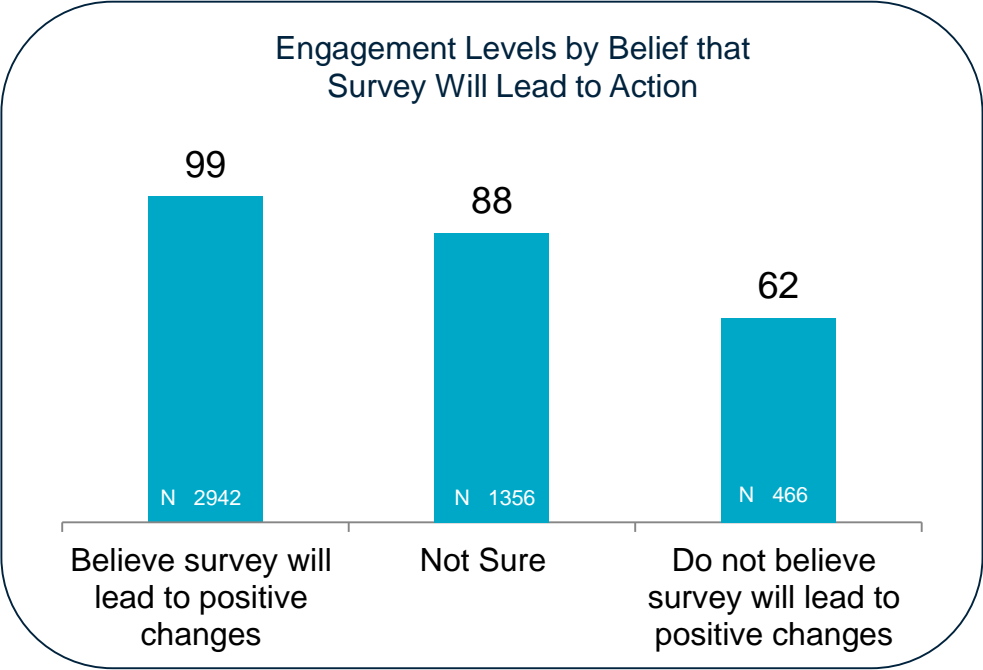
Q54. I believe the results of this survey will lead to positive changes in my team

Vs
Trend



-1

Employees who believe the survey will lead to action are significantly more engaged than those who are not sure or pessimistic the survey will lead to change.



*Research from the Mercer Sirota Normative Database

HOW WE THINK ABOUT EMPLOYEE EXPERIENCE

THE **EMPLOYEE EXPERIENCE** IS THE INTERSECTION OF AN **EMPLOYEE'S** EXPECTATIONS, THEIR **ENVIRONMENT** AND THE **EVENTS** THAT SHAPE THEIR JOURNEY WITHIN AN ORGANIZATION

ENVIRONMENT

The touchpoints, shaped by interactions within the organization

CULTURE, PEOPLE &
LEADERS, WORK,
PROGRAMS &
PROCESSES,
WORKPLACE / TECH

EVENTS

A sequence of moments in an employee's journey, both scripted and unscripted

LIFE EVENTS,
CAREER EVENTS,
ORGANIZATION
EVENTS

EMPLOYEE EXPERIENCE

EMPLOYEE

My expectations, shaped by who I am and what I value



WHAT TYPE OF EXPERIENCE DO PEOPLE CRAVE?

ENRICHING

"Help me have an impact and fulfill my purpose"

EFFICIENT

"Make it simple and easy to get my job done"

EMBRACING

"Make me feel like I belong and can bring my whole self to work"

EMPATHETIC

"Support me with caring for myself and what matters in my life"



EMPLOYEE EXPERIENCE REQUIRES A SHIFT IN MINDSET

TO ACTION THIS CHANGE WE NEED TO GO...

FROM

Doing things **because others are doing it**

Focusing on a **single program or process & optimizing it**

Taking a Traditional design process (slow, siloed and not transparent)

TO

Eliminating **pain points** in the experience

Reshaping the **experience** and the **targeted interaction** you want to have... both human AND digital

Co-creating and iterating with employees to drive speed and innovation

SHIFT: EMPLOYEES AT THE HEART OF DESIGN

CO CREATE SOLUTIONS

Bring employees and leaders to the drafting table to innovate and design together





- **How does the % Favorable score compare to the External Benchmark?**

- The item is 5 points or more below the External Benchmark



- **What would be the effort actioning on this item in relation to the impact?**

- Those items that are high impact and low effort are easy wins; avoid low impact/high effort items



- **What do the neutral scores tell me?**

- High neutral scores (i.e., neutral scores ≥ 20) could be good candidates to action on. These employees are undecided – reach out to them!

Now it's time to develop your Action Plan. Take a few moments to write down all the actions you are considering. You're not committing to these yet—just taking a look at all of your options.

Sort your actions into the three categories shown below.

**Actions you could take
with no other approvals**

Example: Have weekly team meetings so employees feel better informed

**Actions you might take
that would require
approvals**

Example: Provide additional training; need budget approval

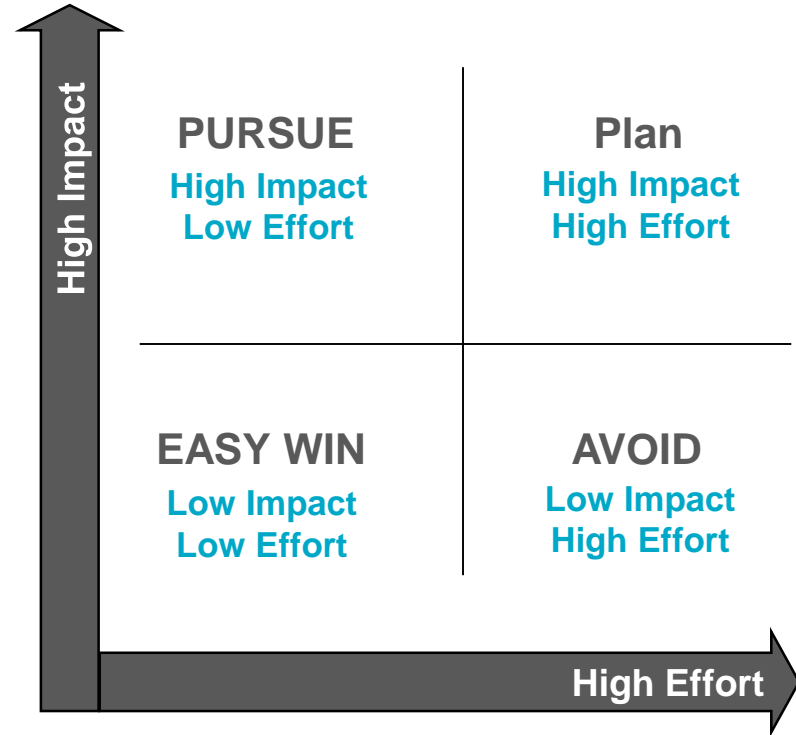
Actions others could take

Example: Address issues with computer equipment; talk to IT

DEVELOPING EFFECTIVE ACTION PLANS: CONSIDER EFFORT VERSUS IMPACT

Decide which 1 to 2 actions you want to commit to on your action plan.

- Focus only on the actions that are within your or your team's control
- Consider the effort and impact for each action
- Strive to have at least one high impact action in your plan



- **Choose 2 to 3 Action Items that are under your control and have the potential for high impact**

- The survey focuses on a broad array of topics.
- Managers may wonder how to take action on certain topics—such as compensation and benefits
- To address these types of concerns from derailing action, consider your **sphere of influence**

The survey asked about aspects of:

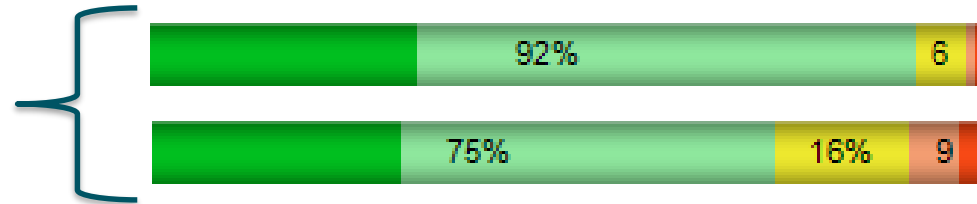
- Leadership & Management
- The University
- The Unit
- Jobs
- Communication



What are Your Spheres of Influence?

Sample of Survey Dimensions	Manager	Senior Leader	HR Partnership
1. Compensation			X
2. Career	X		
3. Performance Enablement	X		
4. Learning & Development	X		X
5. Business Processes		X	

- **What are your Strengths?**
 - 75% Favorable or higher
 - Less than 20% Unfavorable

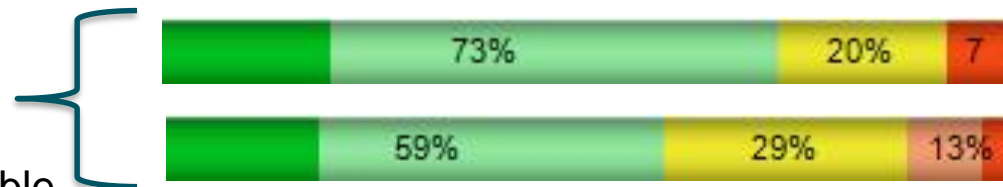


How can I continue? How do I share? Who could I help?

- Feel proud, celebrate together with your team and reflect on what in your leadership that works well. 😊
- Share good behaviors, best practices – Take part look for opportunities to share your knowledge
- Contact your HR partner to know how you can participate in internal sharing activities.
*For e.g. as a **trainer** in a program, as a **writer** in newsletters & blogs. Developing the leadership community further by **best practice sharing** in Unit level team meetings*

➤ Opportunities?

- 20% Neutral or higher
- More Neutral than Unfavorable
- At least 55% of employees are favorable



How do I change? Who can help ? How to develop in the fastest way?

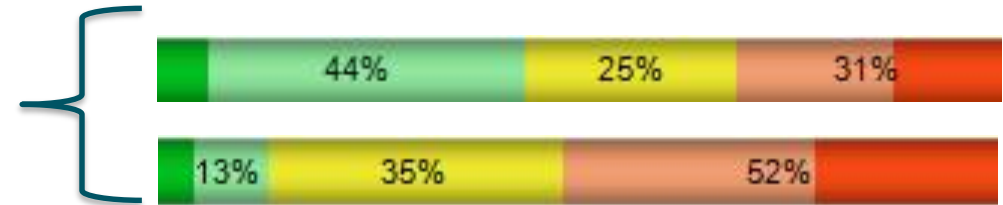
You have done a good job. **Can you recognize** what has affected & led to your results? *For e.g. – your behavior, team situation etc.*
Identify how to improve your leadership skills further?

Set short term goals : 3 months – 6 months. Agree on concrete steps for your development. These should include internal/external training & development related activities.

Discuss with your manager & HR BP to find the most suitable training for you.

➤ Areas of Concern?

- 20% Unfavorable or higher
- More Negative than Neutral
- Less than 55% employees are favorable



How do I change ? Who can help ? How to develop in the fastest way?

Define : Can you **recognize** what kind of acts & behaviors might have led to these results? Is there something in your environment that has led to these results?

You need : Ask your **leader** to help you.

- Ask your **team** – what could you do differently?
- Ask **HR** what kind of solutions will help you.

Set short term goals : 3 months – 6 months. Agree on concrete steps for your development. These could include internal/external coach/training & development related activities.

Action Plan SMARTS:

- **Specific steps:** create detailed descriptions for each step of your plan
- **Measure and follow-up:** track your progress, send reminders, update status, and periodically evaluate the plan
- **Actionable items:** ensure all action item owners have control/influence over the selected items
- **Realistic goals:** unreachable goals can be de-motivating
- **Time bound:** indicate completion dates for each step
- **Situational factors:** take into consideration your current situation and the broader context for your part of the business

Build on employee input and use your own knowledge
and perspective as a manager.

Say **who** will do **what** by **when**, and plan to follow up.

Less Specific = Less Effective:

Survey Result	Action	Plan/Schedule
Poor ratings on communication	Talk with employees regularly to share information	As needed
Low ratings on being able to learn and grow	Send employees to training classes when available	As available

More Specific = More Effective:

Survey Result	Action	Plan/Schedule
Poor ratings on communication	<ul style="list-style-type: none"> a) Have weekly meetings to: 1) update employees on latest events 2) Get their input on current issues 3) Review resources b) Set monthly one-on-one discussions with each employee to discuss individual issues c) Post weekly updates on network calendar by Monday 	Set up all meetings by end of week; Follow up monthly on how communication can be improved with all employees
Low ratings on being able to learn and grow	Meet individually with each employee to understand learning goals; Rotate job responsibilities across employees on a quarterly basis, and set goals in new positions	Hold all initial meetings by end of next week; Set schedule for job rotation by 2/3; Communicate to all employees by 2/4; Follow up with all employees by 4/5 to check progress

- **Present plan to employees at follow-up meeting**
 - Gather feedback and revise as needed
 - Include steps taken to resolve issues or setbacks
 - Setup meeting for next progress update
- **Hold additional employee meetings**
 - Update them on progress
 - Gather feedback
- **Keep communication open throughout the year**



ACTION TRACKER TOOL



Be the Change.
See the Change.
Feel the Change.

2019 WORKPLACE SURVEY

Action Tracker

What is it?

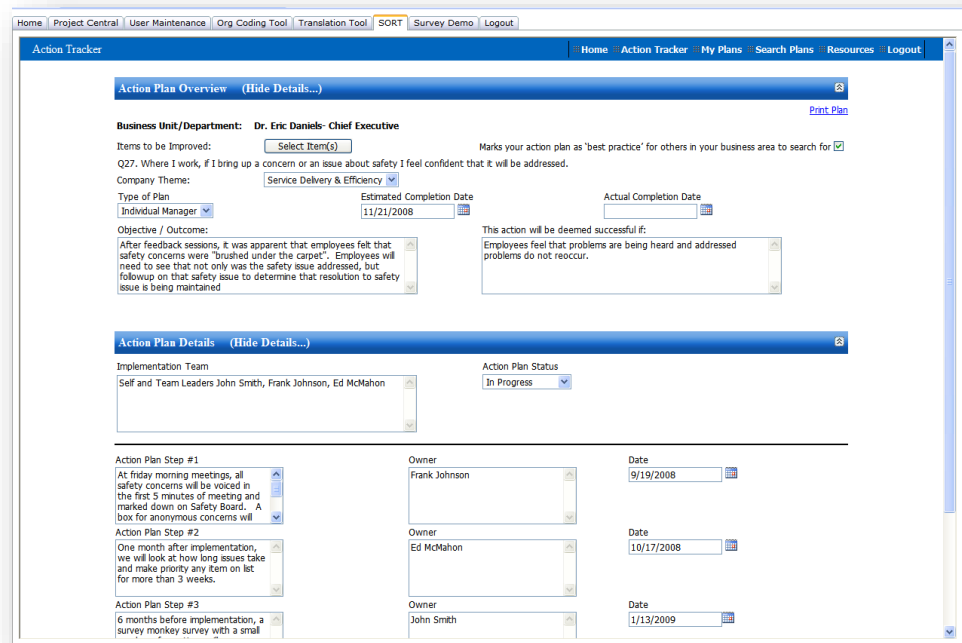
- Online system for tracking action taken on individual manager results.
- Centralized searchable repository for communication of best plans throughout and accountability to superiors and HR support team.
- Allows managers to share their experiences and actions in responding to survey results.

What it contains

- Training - Roadmap for creating action plans
- Simple Online Action Form to input action plans, specify implementation and milestone dates and create email reminders to ensure follow-up

What it can do

- Helps managers be accountable
- Contains search tool for theme analysis across organizations
- Access can be limited or not for general use and searchability
- Allows for ROI analysis to link actions to future survey outcomes



The screenshot displays the 'Action Tracker' web application interface. The top navigation bar includes links for Home, Project Central, User Maintenance, Org Coding Tool, Translation Tool, SORT, Survey Demo, and Logout. The main content area is titled 'Action Tracker' and features a 'Print Plan' link.

Action Plan Overview (Hide Details...)

Business Unit/Department: Dr. Eric Daniels - Chief Executive

Items to be Improved: [Select Item\(s\)](#) Marks your action plan as 'best practice' for others in your business area to search for ☒

Q27. Where I work, if I bring up a concern or an issue about safety I feel confident that it will be addressed.

Company Theme: [Service Delivery & Efficiency](#)

Type of Plan: [Individual Manager](#)

Estimated Completion Date: 11/21/2008

Actual Completion Date:

Objective / Outcome: After feedback sessions, it was apparent that employees felt that safety concerns were "brushed under the carpet". Employees will need to see that not only was the safety issue addressed, but followup on that safety issue to determine that resolution to safety issue is being maintained.

This action will be deemed successful if: Employees feel that problems are being heard and addressed problems do not reoccur.

Action Plan Details (Hide Details...)

Implementation Team: Self and Team Leaders John Smith, Frank Johnson, Ed McMahon

Action Plan Status: [In Progress](#)

Action Plan Step #1

At Friday morning meetings, all safety concerns will be voiced in the first 5 minutes of meeting and marked down on Safety Board. A box for anonymous concerns will

Owner: Frank Johnson

Date: 9/19/2008

Action Plan Step #2

One month after implementation, we will look at how long issues take and make priority any item on list for more than 3 weeks.

Owner: Ed McMahon

Date: 10/17/2008

Action Plan Step #3

6 months before implementation, a survey monkey survey with a small

Owner: John Smith

Date: 1/13/2009

Best Practices

Support managers easily through Mercer | Sirota's Best Practices

- For many items on the survey, Mercer | Sirota can provide best practices research that describes in detail the subject and recommendations for action.
- Best Practices** database contains:
 - Detailed description of the survey item
 - Business case for including the item on survey
 - Sample questions to ask yourself and your team members to start discussions about survey results
 - Research based descriptions of recommendations for evidencing change on survey results
- Best Practices** are written specifically for the individual manager and avoid jargon and terminology not likely to be readily understood.



DRAFTING A COMMUNICATIONS PLAN



Be the Change.
See the Change.
Feel the Change.

2019 WORKPLACE SURVEY

Sample email:

Dear team,

The results of the survey are in, and I wanted to share with you some highlights in advance of our meeting on _____. As a team, we are moderately engaged. Our top three strengths are:

1. We are proud to work at Yale
2. We are satisfied with our benefits
3. We would recommend Yale to others as a good place to work

These results suggest that we are satisfied to work at Yale. Our top three weaknesses are:

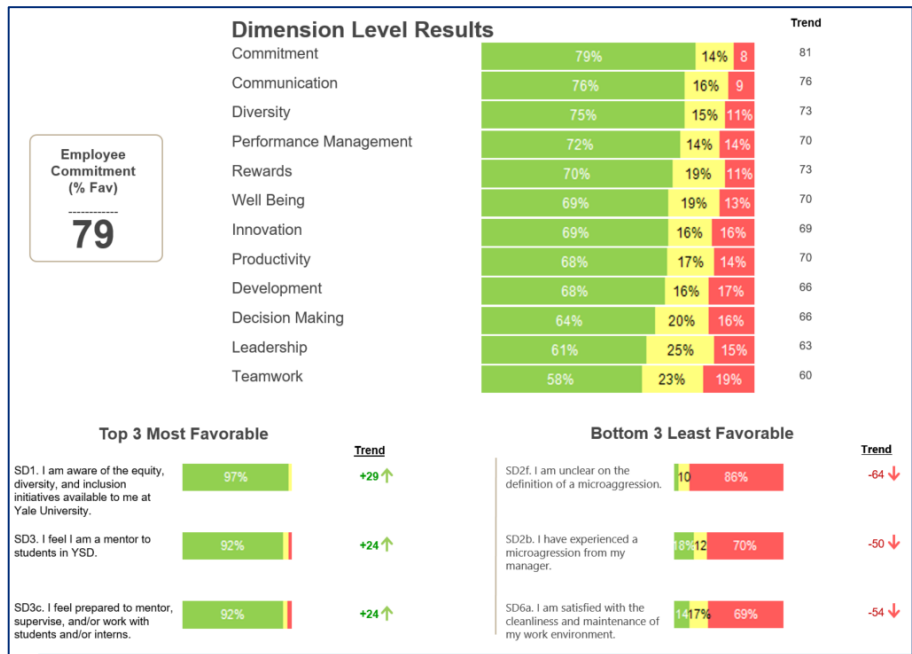
1. I have appropriate decision-making authority
2. I do not feel stressed by my work responsibilities
3. Decisions in my unit are not delayed by: Other Units

These results suggest to me that we struggle with lack of autonomy, and cumbersome procedures that might be leading to a feeling of work overload.

Given the context over the past year, I understand that our work isn't getting done as efficiently as we would like. I'm surprised to see that you don't feel that you have the decision-making authority you need, but this is something we will discuss in our team meeting on _____.

Considering where we need to go next year, I would like to discuss these areas: autonomy, stress/workload levels, and collaboration with other departments. I would also like you to look over our team results and be prepared to ask questions or bring up areas for discussion. Specifically, what surprised you or didn't surprise you; what would you like more information about; and what would you like to see us focus on this coming year?

Thank you for your participation in the survey and I look forward to discussing these results with you and turning this information into positive action for our team.



PAGE SEPARATOR

HOW TO BE AN ENGAGING LEADER



Be the Change.
See the Change.
Feel the Change.

2019 WORKPLACE SURVEY

WHAT DOES THIS MEAN FOR YOU?

IT STARTS WITH ENGAGEMENT



Committed

Wanting to stay with the organization and feeling passionate about its mission



Stay longer



Contributing

Motivated to help the organization succeed



*Are better
“corporate citizens”*



Captivated

Feeling energized and looking forward to coming to work



*Have more
innovative ideas*

SO...WHAT'S IN IT FOR ME?

Practically *anything* you are trying to accomplish this year as a leader is going to be helped by an engaged team.



Innovation



Performance



Cooperation

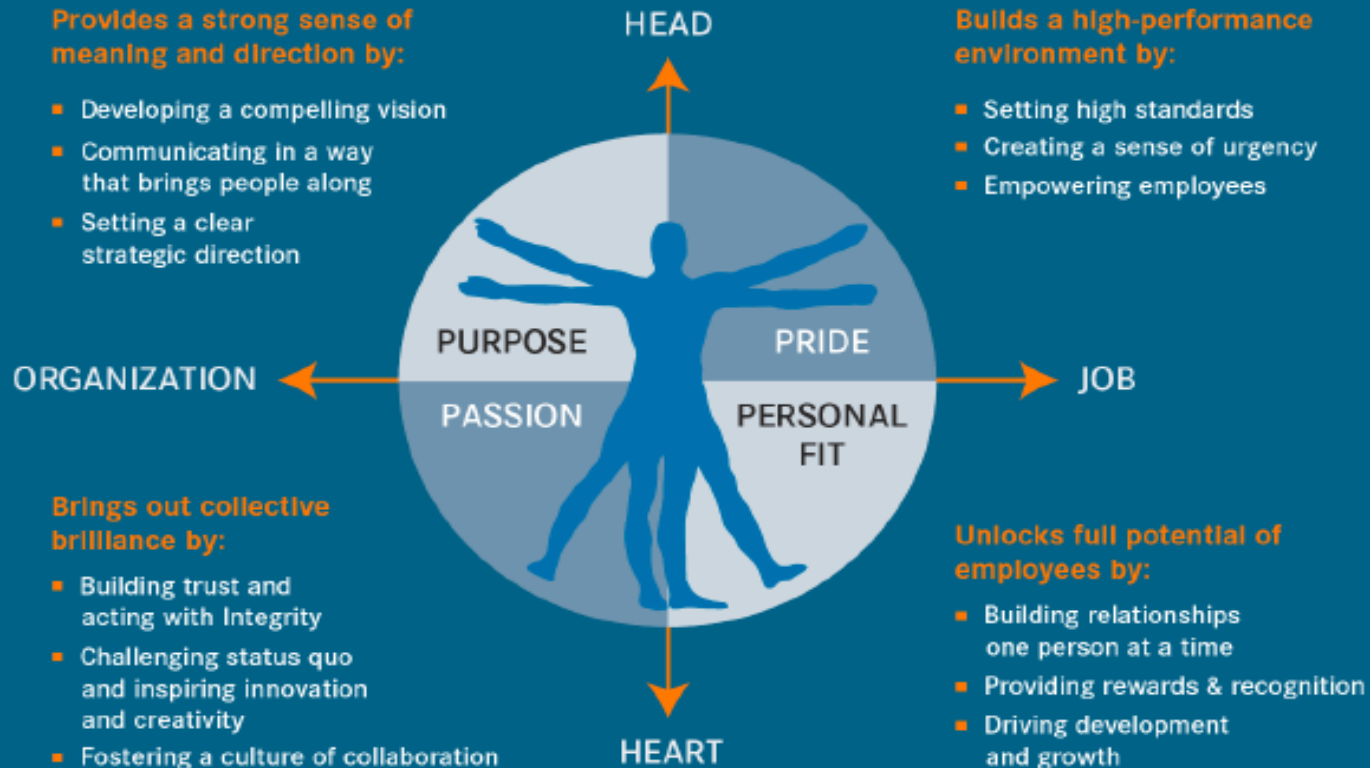


Efficiency



AND WHAT DOES AN ENGAGING LEADER DO?

12 Critical Behaviors of Highly Engaging Leaders that Foster Purpose, Pride, Passion, and Personal Fit



Based on an analysis of leaders from highly engaged organizations
Source: The Conference Board

HOW DOES THIS APPLY TO THE YALE SURVEY?

Meaning and Direction

- Yale University's mission and core values are clear
- Yale has a clear plan to long-term success
- I have confidence in decisions made by senior leaders



Elevating Performance

- In my unit, we are constantly looking for new and better ways of getting work done
- The various units of Yale (schools, departments, etc.) cooperate
- Within my unit, there is a high degree of teamwork
- My manager leads by example and is a positive role model

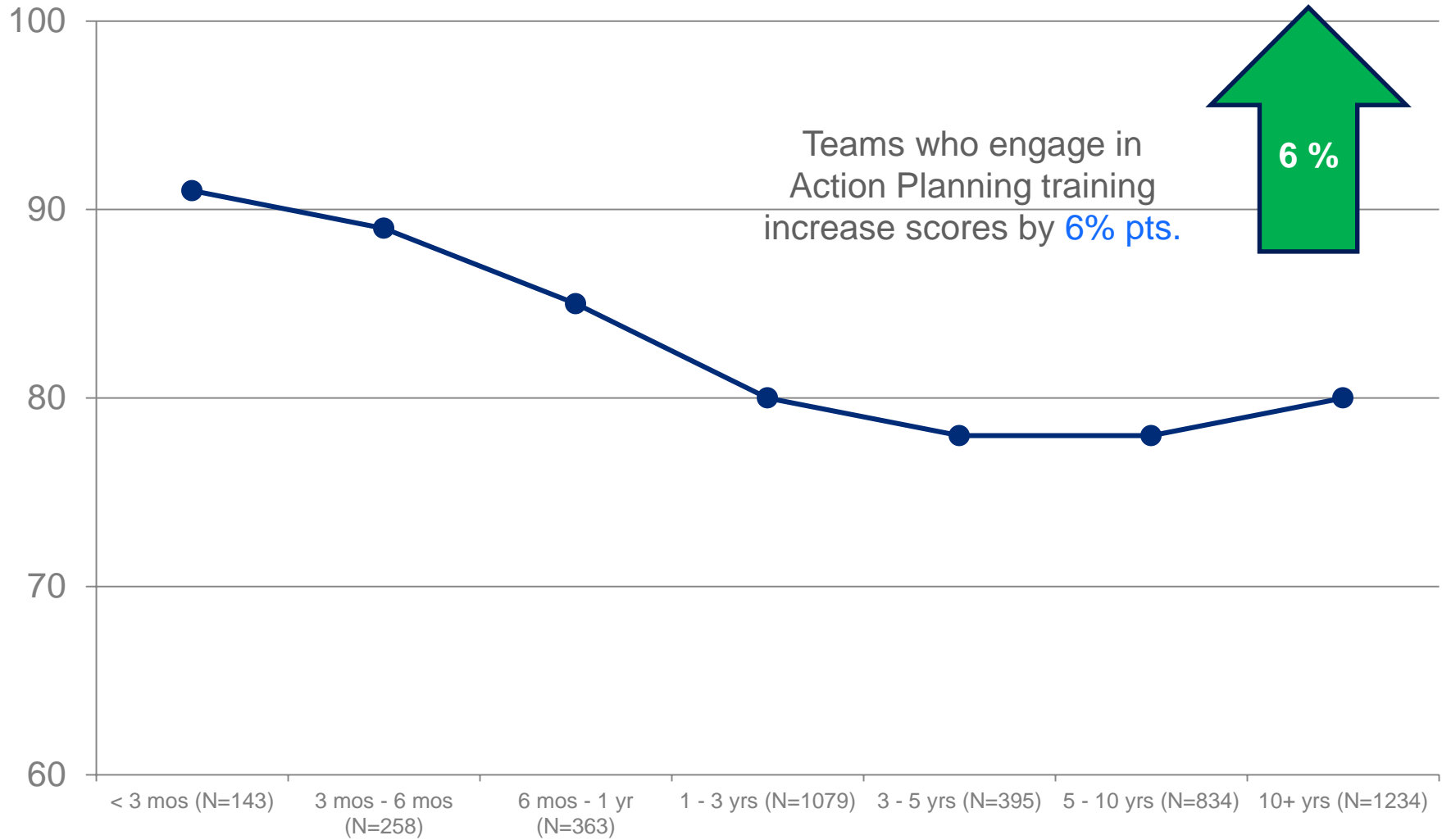
Removing Roadblocks

- My manager establishes priorities well
- I have the appropriate amount of decision-making authority
- Decisions in my unit are not delayed while waiting for My Manager

Unlock Full Potential of Employees

- I trust the communications I receive from: My Manager
- My manager encourages my learning and development
- I feel that I have the opportunity for professional growth at Yale University

Mercer-Sirota Norm



If we want to encourage engagement this year, **from the employee's point of view**, what could we do to achieve the **BEST** result imaginable?

Is there anything that we are currently doing that would create obstacles to reaching this?



2019 @ YALE: THE BIG PICTURE

Yale's Mission: *“Yale is committed to improving the world today and for future generations through outstanding research and scholarship, education, preservation, and practice. Yale educates aspiring leaders worldwide who serve all sectors of society. We carry out this mission through the free exchange of ideas in an ethical, interdependent, and diverse community of faculty, staff, students, and alumni.”*

Sample goals:

- Increase Diversity
- Improve Teamwork
- Maintain Effective Leadership
- Maintain Employee Commitment
- Institute an Effective Performance Management Process

Engaged leader actions:

- Value and incorporate different perspectives
- Reward collaboration
- Be willing to listen to and act upon leadership style feedback
- Use their full array of leadership skills (listening, sharing information, employee development, feedback, etc.)
- Be consistent in their approach to employee feedback and development



PAGE SEPARATOR

HEALTH WEALTH CAREER

SIROTA ONLINE REPORT TOOL (SORT) USER GUIDE FOR CUSTOM REPORTING

2019 YALE
WORKPLACE SURVEY

WHAT IS THE SIROTA ONLINE REPORTING TOOL (SORT)?

- The **Standard Report Library** is for users with access to pre-run reports only.
 - Pre-run Reports available in PowerPoint, Web (HTML), as well as Excel Comment reports are available for
 - All Units that had a minimum of 10 responses
 - Units with less than 10 responses are not eligible for a report
- The **Sirota Online Reporting Tool (SORT)** allows you to generate custom reports. It is often used to produce custom reports to display:
 - Combined groups
 - Data cuts based on specific demographics for a particular Unit or group
- **SORT** allows users to create custom datalines, based on:
 - Hierarchy - including and/or excluding groups/Associates
 - Demographics - including and/or excluding demographic(s)

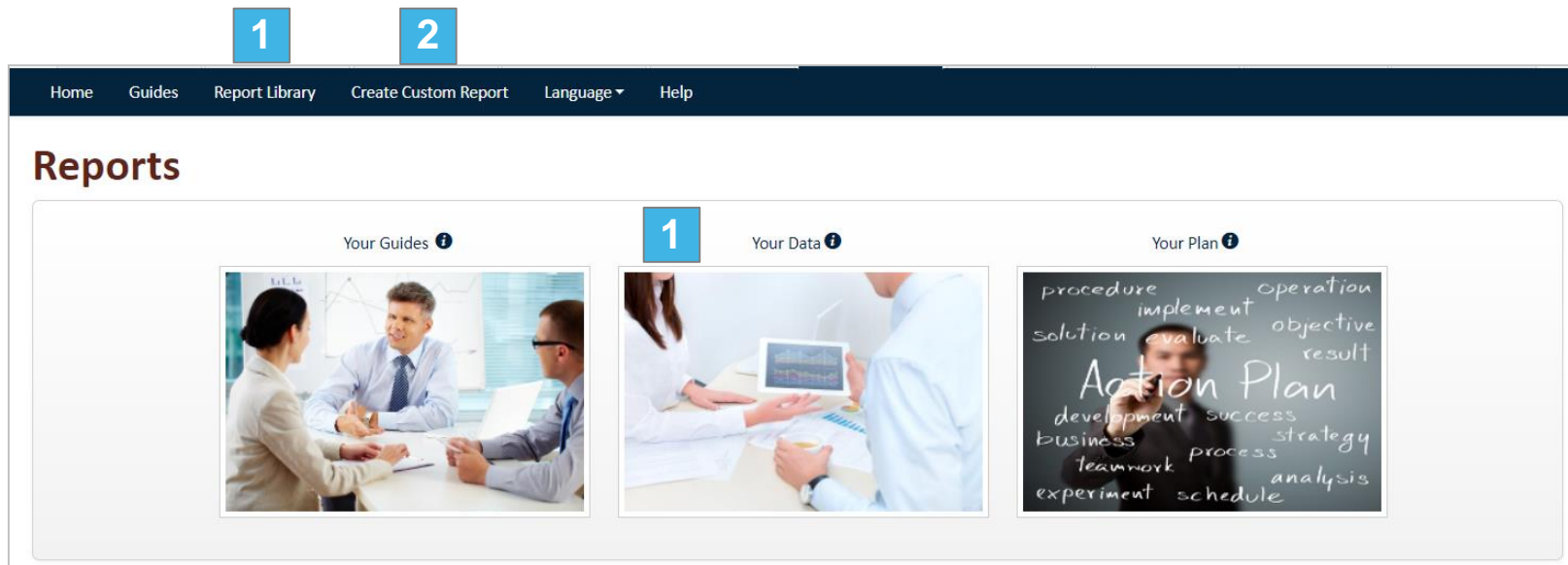
REPORTS HOME PAGE



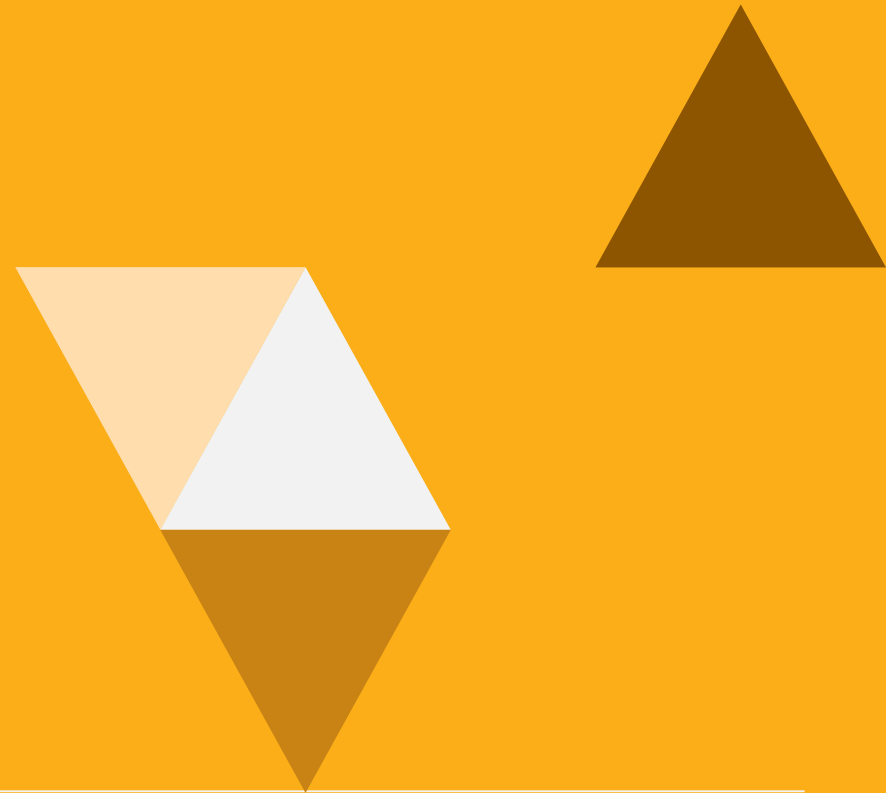
ACCESSING REPORTS

Once you log into the tool, you will see this page.

1. Your report(s) can be accessed by clicking on the 'Your Data' box or by clicking on '**Report Library**' in the navigation bar.
2. The custom reporting tool can be accessed at any time by clicking on the '**Create Custom Report**' in the navigation bar.



REPORT LIBRARY



REPORT LIBRARY VIEW

On the left side of the screen you have various options to help you find the report you are looking for:

- Org Structure:** Drill down by Org Structure to find your report. If a report name appears in lighter text and is not clickable that means Min N was not met and no report is available.
- Reports per page:** Decide how many reports you would like to view per page
- Filter by:** Report status, Report type
- Search:** Enter a part of the report name you are looking for and click 'Search'.

Report Library

You can search for reports by entering any part of the report name in the box below. The list of reports shown can be filtered by choosing a "Report Type" or "Report Status" from the drop down menus. Reports can also be sorted by clicking on any of the Column headers.

Org Structure <<

Yale Overall

Reports Per Page:

25

Report Status:

All

Report Type:

All

Report Name:

Search



















































Refresh

Send Selected Reports

	Send	Copy	Report Name	Type	Status	Date	HTML	PPT	XLS	Comment XLS	Delete
▼	<input type="checkbox"/>		Preservation & Conservation	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Yale Alumni Association	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Access Services and Bass Library and UTL	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Administration	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Administration	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Administration	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Administration (All Other, inc. Direct Reports to Dean)	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Administration (including Business Office Staff)	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Administration including Business Office and Operations	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Administration, Yale New Haven, YBH, Cedarhurst, and Other)	Standard	Complete	December 19, 2019					

USING THE REPORT LIBRARY

1. The library allows you to sort reports by clicking on column headers (Report Name, Type, Status, & Date)
2. Download PPT, Excel or Comment reports by clicking on the report icon in the columns. Click on the HTML icon to access the interactive HTML report.
3. Click on the arrow next to a report name to find additional information about the report
4. Click on the 'copy' icon to copy a report for modification.

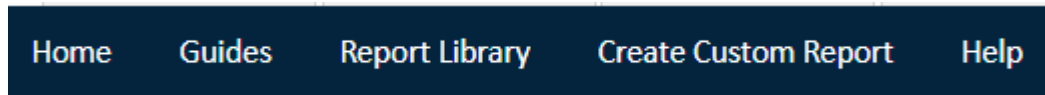
Send Selected Reports										2			
	Send	Copy		Report Name	1	Type	Status	Date	HTML	PPT	XLS	Comment XLS	Delete
3	▼	<input type="checkbox"/>		Preservation & Conservation		Standard	Complete	December 19, 2019					
	▼	4		Yale Alumni Association		Standard	Complete	December 19, 2019					
	▼	<input type="checkbox"/>		Access Services and Bass Library and UTL		Standard	Complete	December 19, 2019					
	▼	<input type="checkbox"/>		Administration		Standard	Complete	December 19, 2019					
	▼	<input type="checkbox"/>		Administration		Standard	Complete	December 19, 2019					
	▼	<input type="checkbox"/>		Administration		Standard	Complete	December 19, 2019					
	▼	<input type="checkbox"/>		Administration (All Other, inc. Direct Reports to Dean)		Standard	Complete	December 19, 2019					
	▼	<input type="checkbox"/>		Administration (including Business Office Staff)		Standard	Complete	December 19, 2019					
	▼	<input type="checkbox"/>		Administration including Business Office and Operations		Standard	Complete	December 19, 2019					
	▼	<input type="checkbox"/>		Administration, Yale New Haven, YBH, Cedarhurst, and Other)		Standard	Complete	December 19, 2019					

CUSTOM REPORTING



CUSTOM REPORTING VIEW

1. To begin, click 'Create Custom Report' in the navigation bar.



2. You are then taken to the page that allows you to start creating your custom report.
3. All custom reports will have three comparison columns automatically populated with 2017 Trend (where applicable), the difference to Yale Overall and the difference to Mercer | Sirota Norm. Trend will populate automatically for units that have trend OR if trend is defined for a unit.

Create New Report

Choose Org

Choose Demos

Previous Groups

Enter the name of the Unit / manager you need

Search

Browse

▶ 999-Yale Overall

Your Report so far

Report Name

Group#	Name	Org	Demo	Show Trend
	<input type="text"/>	Drop Org Nodes Here	Drop Demographics Here	
<div> <div>Include/Exclude List</div> </div>				

Create Report

CREATING DATA LINE(S)

Selecting Unit(s) - There are multiple ways to select Unit(s) from the hierarchy.

1. Select from the hierarchy
2. Search the hierarchy
3. Upload a list of identifiers

Create New Report

Choose Org

Choose Demos

Previous Groups

Enter the name of the Unit / manager you need

Search

Browse

1

▼ 999-Yale Overall

Y100-PRESIDENT (Peter Salovey)

Y1000-PROVOST (Ben Polak)

Y1010-Administrative & Academic Service

Y1002-Athletics

Y20014-Center for Innovative Thinking at Y

Y1015-Division of Biological Sciences

Y1036-Division of Humanities

Y20003-Division of Physical Sciences and

Y20012-FAS Cross Divisional

Y973-FAS Dean's Office

2

Search

Browse

Y1046-Administration (All Other, inc. Direct Reports

Y1050-FES Administration

Y1072-Library Administration and Library Business

Y4000-Administration including Business Office and

Y4001-VP/AVP Administration

Your Report so far

Report Name

Group#	Name	Org	Demo
	<input type="text"/>	Drop Org Nodes Here	Drop Demographics Here
		<div>Include/Exclude List</div>	

Upload List

Paste a list of Identifiers:

Y1046

Y200

3

Include

Exclude

Choose your Dataline Type:

Rollup

Choose your delimiter:

New line

Close

3

Upload

SELECTING FROM THE HIERARCHY OR SEARCH

1. Highlight, drag, and drop the Unit(s) into the space under 'Org'. Wait for the area to turn green before dropping.

Create New Report

Choose Org

Choose Demos

Previous Groups

Enter the name of the Unit / manager you need

Search

Browse

999-Yale Overall

Your Report so far

Report Name

Group#	Name	Org	Demo	Show Trend
❖ 1	Yale Overall Responses: 8052 Headcount:12116	<div>Yale Overall Rollup</div> <div>Include/Exclude List</div>	Breakdown this group	▼
	<input type="text"/>	Drop Org Nodes Here <div>Include/Exclude List</div>	Drop Demographics Here	

Create Report

Clear Report

2. A pop-up will appear to name the dataline. This can be edited at any time before final step.

Please name your new Group

Name:

Cancel

Create Group

3. Select from dropdown: choose Rollup*

****Please note:** please be sure to only choose Rollup as the data is based on the entire unit*

Your Report so far

Report Name

Group#	Name	Org
❖ 1	Dataline Name Responses: 102 Headcount:162	<div>CAN Rollup</div> <div>Rollup</div> <div>Direct Reports</div> <div>Rollup Including Manager</div> <div>Individual</div>
	<input type="text"/>	

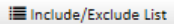
UPLOADING IDENTIFIERS

Best used when creating a dataline for Units located in various parts of the hierarchy. Using this feature allows you to include Units without clicking through various parts of the hierarchy to choose them individually. You can use this feature to Include OR Exclude Units from the dataline you are creating.

1. To upload identifiers, click 'Include/Exclude List' button under 'Org'.
2. Paste identifiers and select from dropdowns (choose Rollup if using Unit ID's).
3. Choose the delimiter (usually new line)
4. Then, click 'Upload'.
5. Name the group (dataline).

Org

Drop Org Nodes Here

1 

Upload List

Paste a list of Identifiers:

Y200

Y300

Y602

2

☒ Include ☐ Exclude


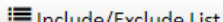
Choose your Dataline Type: Rollup

Choose your delimiter: New line

3

4

Close Upload

Group#	Name	Org	Demo	Trend
	<input type="text"/>	5		
	Responses: 559 Headcount:562			
✦ 1		+ VP & GENERAL COUNSEL (Alex Dreier) Rollup ▼	Breakdown this group	▼
		+ VP DEVELOPMENT & YALE ALUMNI ASSOCIATION (Joan O'Neill) Rollup ▼		
		+ Administrative & Public Safety Services Rollup ▼		
				

CREATING DATALINE(S)

Selecting Demographic(s) - There are two ways ways to select demographics(s).

1. Select from list(s) and drag and drop into the space under '**Demo**'. Wait for the area to turn green before dropping.
2. The responses and headcount numbers of your group update accordingly.
3. As a quick alternative, use the breakdown feature located in the space under '**Demo**'. This will allow you to automatically create a dataline for each demographic choice selected.

1

Choose Org

Choose Demos

Previous Groups

Select the demographic that describes your group

Age

18 to 25 years old

26 to 35 years old

36 to 45 years old

46 to 55 years old

56 to 60 years old

61 years and older

Under 18

Years of Service

Location

Race

Group#	Name	Org	Demo	Trend
❖ 1	Demo	+ Yale Overall Rollup	Age + 18 to 25 years old Breakdown this group	▼
	Responses: 282 Headcount: 427	2	3	🗑️

Breakdown Group

Age

18 to 25 years old

26 to 35 years old

36 to 45 years old

46 to 55 years old

56 to 60 years old

61 years and older

Under 18

DEMOGRAPHICS SHORTCUT

‘**Breakdown Group**’ should be used when many demographic cuts of a larger group are needed for the report.

1. Click ‘**Breakdown Group**’ for the dataline you want to cut into smaller demographic groups.
2. Select all the needed cuts from the pop-up demographic window. Scroll down to the bottom of pop-up window, review, and click ‘**Breakdown**’ button.
3. The tool will create a dataline for each demographic selected.

1

Demo

Breakdown this group

2

Breakdown Group

Age

☐ 18 to 25 years old
 ☐ 26 to 35 years old
 ☐ 36 to 45 years old

3

Group#	Name	Org	Demo	Trend
❖ 1	Demo Responses: 8052 Headcount:12116	+ Yale Overall Rollup Include/Exclude List	Breakdown this group	▼
❖ 2	Demo - 18 to 25 years old Responses: 8052 Headcount:12116	+ Yale Overall Rollup Include/Exclude List	Breakdown this group	▼
❖ 3	Demo - 26 to 35 years old Responses: 1642 Headcount:2478	+ Yale Overall Rollup Include/Exclude List	+ 26 to 35 years old Breakdown this group	▼
❖ 4	Demo - 36 to 45 years old Responses: 1862 Headcount:2612	+ Yale Overall Rollup Include/Exclude List	+ 36 to 45 years old Breakdown this group	▼

Original group

Original group cut by each demo choice

DEFINING TREND

Trend has been set up to automatically populate for any Unit that has trend (as provided to Mercer). If the unit does not have trend and you would like to have trend included, it must be defined in order to have the trend column populated in a custom report. The trend difference will be shown in column #1. If trend is not defined – or a unit does not have trend - this column will be blank.

1. Click the arrow under the 'Show Trend' header.
2. The yellow row will appear. Click the pencil icon to edit the trend definition. The Trend Org will be shown on the left side of the screen. **NOTE:** If the unit has trend that was pre-defined it will show here. If it is blank that means there is no trend for this Unit.
3. If you would like to customize the trend choose the unit to be used as trend by searching or using the arrow to expand the Org hierarchy, then drag the unit to the yellow row.
4. When you have chosen the unit(s) to be used as trend click the check box to complete the selection. If you would like to breakdown the trend further by demographic, please click the demo tab to choose the trend demo.

Trend Org
Trend Demos

Enter the name of the Unit / manager you need

3

Search
Browse

▼ 999-Yale

- ▶ Y400-Global & Strategic Initiatives
- ▶ Y600-Human Resources & Administration (Mil)
- ▶ Y800-New Haven & State Affairs and Campus

Report Name

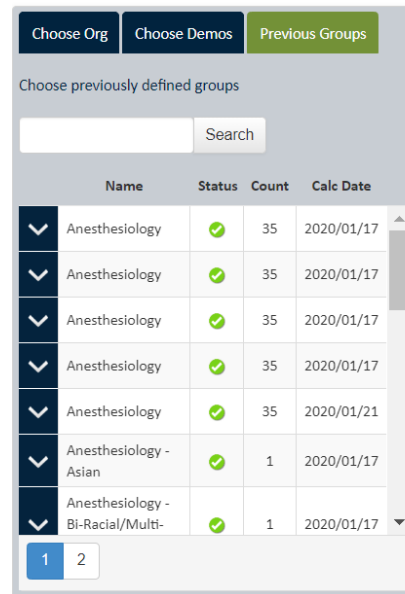
Group#	Name	Org	Demo	Show Trend	
1	Trend Responses: 8052 Headcount:12116	<div style="display: flex; align-items: center;"> + Yale Overall Rollup </div> <div style="border: 1px solid #ccc; padding: 2px; margin-top: 5px;">Include/Exclude List</div>	Breakdown this group	▼	1
		<div style="display: flex; align-items: center;"> + Yale Rollup </div> <div style="border: 1px solid #ccc; padding: 2px; margin-top: 5px;">Include/Exclude List</div>			
		<div style="border: 1px solid #ccc; padding: 2px; margin-top: 5px;">Drop Org Nodes Here</div> <div style="border: 1px solid #ccc; padding: 2px; margin-top: 5px;">Include/Exclude List</div>			
		<div style="border: 1px solid #ccc; padding: 2px; margin-top: 5px;">Drop Org Nodes Here</div> <div style="border: 1px solid #ccc; padding: 2px; margin-top: 5px;">Include/Exclude List</div>	Drop Demographics Here		

Create Report
4

Clear Report

ADDITIONAL INFORMATION

1. Access and select datalines already created in the 'Previous Groups' tab



Choose Org Choose Demos **Previous Groups**

Choose previously defined groups

Search

	Name	Status	Count	Calc Date
▼	Anesthesiology	✓	35	2020/01/17
▼	Anesthesiology	✓	35	2020/01/17
▼	Anesthesiology	✓	35	2020/01/17
▼	Anesthesiology	✓	35	2020/01/17
▼	Anesthesiology	✓	35	2020/01/21
▼	Anesthesiology - Asian	✓	1	2020/01/17
▼	Anesthesiology - Bi-Racial/Multi-	✓	1	2020/01/17


1 2

2. Order datalines by grabbing the dataline name and drag and drop into the appropriate row.

IMPORTANT NOTE: The first dataline (Group # 1) will always be the primary dataline in the report.

3. Whenever you need to start over, you can click 'Clear Report'.

4. Delete any selected Unit, demographic, the garbage can in bottom right.

 Clear Report



ping into

CREATING THE REPORT



CREATING THE REPORT

1. Review groups, and when ready, click 'Create Report'.

Create New Report

Choose Org

Choose Demos

Previous Groups

Enter the name of the Unit / manager you need

Search

Browse

▼ 999-Yale Overall

- Y100-PRESIDENT (Peter Salovey)
- Y1000-PROVOST (Ben Polak)
- Y900-SCHOOL OF MEDICINE (Dean Robert Alperin)
- Y500-SECRETARY AND VP FOR STUDENT LIFE (Kim Goff-Crews)
- Y8000-SVP for OPERATIONS (Jack Callahan)
- Y400-Vice President and Vice Provost for Global Initiatives (Alex Dreier)
- Y200-VP & GENERAL COUNSEL (Alex Dreier)
- Y300-VP DEVELOPMENT & YALE ALUMNI ASSOCIATION (Joan O'Neill)**
- Y3000-VP FOR COMMUNICATIONS (Nathaniel M. ...)
- Y2000-VP OF WEST CAMPUS PLANNING & PR...

Your Report so far

Report Name

Group#	Name	Org	Demo	Show Trend	
❖ 1	PRESIDENT (Peter Salovey) Responses: 148 Headcount:155	+ PRESIDENT (Peter Salovey) Rollup ▼ Include/Exclude List	Breakdown this group	▼	
❖ 2	SECRETARY AND VP FOR STUDENT LI... Responses: 45 Headcount:45	+ SECRETARY AND VP FOR STUDENT LIFE (Kim Goff-Crews) Rollup ▼ Include/Exclude List	Breakdown this group	▼	
❖ 3	VP DEVELOPMENT & YALE ALUMNI ASSOCIATION (Joan O'Neill) Responses: 299 Headcount:300	+ VP DEVELOPMENT & YALE ALUMNI ASSOCIATION (Joan O'Neill) Rollup ▼ Include/Exclude List	Breakdown this group	▼	
<input type="text"/>		Drop Org Nodes Here Include/Exclude List	Drop Demographics Here		

Create Report

Clear Report

CREATING THE REPORT (CONTINUED)

2. Select the report chapters from the dropdown menu in the pop-up window. To select all chapters for the report, select '**Check All**'.
3. Then click '**Create Report**'
4. You are automatically redirected to your Report Library. You may continue to create new reports.

Report Options

Please select the chapters you want to have included in this report:

Select Chapters:

☐ Check All
 ☐ Dashboard
 ☐ Dashboard (No Trend)
 ☐ Top 10 / Bottom 10
 ☐ Most Improved / Most Declined
 ☐ Item Detail
 ☐ Uniquely Scaled Items & Demographics
 ☐ Comment Summary
 ☐ All Items

Create Report

Report Library

You can search for reports by entering any part of the report name in the box below. The list of reports shown can be filtered by choosing a "Report Type" or "Report Status" from the drop down menus. Reports can also be sorted by clicking on any of the Column headers.

Org Structure























Yale Overall

Send Selected Reports

	Send	Copy	Report Name	Type	Status	Date	HTML	PPT	XLS	Comment XLS	Delete
	<input type="checkbox"/>		SORT User Guide	Custom	Pending	January 21, 2020					

COPYING AND EDITING REPORTS

1. Both Standard and Custom reports can be **copied**. Select the copy icon to be redirected to the report details where you can make changes and save as a new report. Remember to update report name.
2. Only Custom reports can be **edited**. Click on the blue report name to be redirected to the report details where you can make changes. **NOTE:** This will overwrite the original report definition.

	Send	Copy	Report Name	Type	Status	Date	HTML	PPT	XLS	Comment XLS	Delete
▼	<input type="checkbox"/>		Yale Center for Clinical Investigation (YCCI)	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		VP/AVP Administration	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		Varsity Sports (Men)	Standard	Complete	December 19, 2019					
▼	<input type="checkbox"/>		SORT User Guide 	Custom	Complete	January 21, 2020					

MAKE
TOMORROW,
TODAY



PAGE SEPARATOR

ACTION TRACKER USER GUIDE

2019 YALE
WORKPLACE SURVEY

TABLE OF CONTENTS

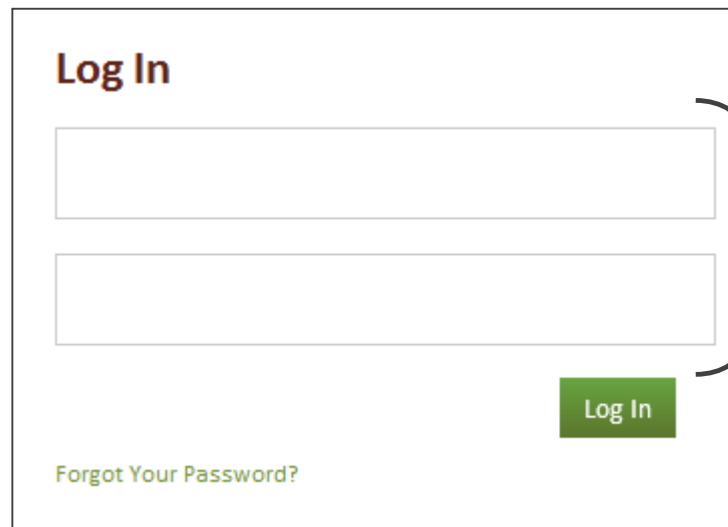
• About Action Tracker	3
• Logging In	4
• Home Page	5
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• Home Page	7
• Action Plan	8
• Selecting Survey Items	10
• Customize Your Action Plan	11
• Submitting Your Plan	12
• Review Plans	13
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ABOUT ACTION TRACKER

- **Action Tracker** is easily accessed via the Internet and provides the following:
 - Enhanced post-survey action plan development and implementation.
 - Allows managers to input their action plans based on the Unit(s) they have access to.
 - Permits managers to view plans (both theirs as well as those created for Units within their roll-up) and track the timely implementation of those plans.
 - Accommodates email reminders to ensure follow-up on the action items.
 - Enables common theme analysis across organizations, and provides total organization access, their implementation schedules and impacts.

- Action Tracker also hosts **Sirota Best Practices**.
 - For any normative item on the survey, Sirota has provided best practices as researched for that normative item.

LOGGING IN



Log In

[Forgot Your Password?](#)

Enter your user name and password to log into the site. This has been provided to you in an email from Sirota.


Once logged in you will be brought to the home page where you can access Your Guides, Your Data, and Your Plan (**Action Tracker**)

Your Guides 





















Your Data 




Your Plan 





From Guides link you can access your users guides and Best Practice documents. The documents are available to download or save.


SORT User Guide		
Q2_Communication_Yale's mission and core values are clear		
Q3_Communication_Yale University does an excellent job keeping employees informed		
Q5_Innovation_In my unit we are constantly looking for better ways		
Q12_Leadership_I have confidence in the decisions made by the senior leadership of the University		
Q14_Teamwork_The various units of Yale (schools, departments, etc.) cooperate with one another in the best interest of the University as a whole		
Q19_Teamwork_Within my unit there is a high degree of teamwork		
Q27_Innovation_I am encouraged to make suggestions on how my unit might be improved		
Q29_Performance Management_I have clear performance goals and I know what my manager expects of me		


This is the **Action Tracker Dashboard** page. From here you can get a high level view of how many managers have created action plans and at what degree of completion your groups action plans are at. You can also access the four aspects of Action Tracker from here. **Create Plans**, where you build your action plans; **Review Plans**, where you can review the detail of plans you and your managers have created; **Search Plan**, where you can search plans based on a number of variables.


Project Central


Users


Hierarchy


Translation


Participation

Reports

Survey Writer

Report Writer

Action Tracker

Log Out

[Home](#) [Create Plan](#) [Review Plans](#) [Search Plans](#) [User Guides](#)


Welcome to Action Tracker


On the following pages you can post, edit, and update your own action plans. You can also search action plans within your part of the business.


The purpose of Action Tracker is to ensure that we are all taking appropriate and effective actions in response to the employee feedback we gained through the survey. Action Tracker will allow us to monitor our progress throughout the year.


Summary of action plans rolling into Dale High, Chairman of the Board Unit





# of Managers Eligible	# of Managers with Submitted Plans	# of Submitted Plans	% Not Yet Started	% In Progress	% Overdue	% Complete
112	1	2	0	50	50	0

Create Plan 

Review Plans 


Search Plans 

Resources 



ACTION PLAN

Here is an example of a blank Action Plan.

 PRINT PLAN

Action Plan Required Fields *

Action Plan for: Yale

Report to Include in Action Plan: * Yale

Items to Include in Action Plan: *

There are no items in this plan


Type of Plan
 *

Estimated Completion Date
 *


Objective / Outcome
 *



Action Plan Status
 *

Actual Completion Date
 *

Reminder: ☐ 

Plan Details

Click for Sirote's Action Bank 

Assigned to	Send Email	Estimated Complete Date	Status	Progress Comments	Delete
<input type="text"/>	<input type="checkbox"/>	<input type="text" value="(mm/dd/yyyy)"/> 	<input type="text" value="Not Yet Started"/> *	<input type="text"/>	

ACTION PLAN (CONTINUED)


Action Plan for: Yale

Report to Include in Action Plan: * Yale

Items to Include in Action Plan: *


There are no items in this plan


Type of Plan
 ▼ *

Estimated Completion Date
  *

Objective / Outcome
 *

Action Plan Status
 ▼


Actual Completion Date
 

Reminder: ☐ 

Step 1: Click the “Select Item(s)” button to select the survey items to use for your action plan.

SELECTING SURVEY ITEMS

All the survey items (questions) will appear on the screen. Click the box to the left of the item (s) to select, then click the “Ok” button at the bottom of the screen. If an item has a Best Practice, the pdf icon will appear in the Best Practice column, and is available to download from here.

Select Item To Improve				
Questions	Best Practice	% Favorable	% Neutral	% Unfavorable
Commitment				
<input type="checkbox"/> Taking everything into account, I am satisfied with Yale as a place to work		85	9	6
<input type="checkbox"/> I am proud to work for Yale University		86	11	3
<input type="checkbox"/> I would recommend Yale University to others as a great place to work		80	15	5
<input type="checkbox"/> I am not seriously considering leaving Yale University		72	15	13
Decision Making				
<input type="checkbox"/> I have a clear understanding of my decision-making authority		76	13	11
<input type="checkbox"/> I have the appropriate amount of decision-making authority for my level/position		70	17	13
<input type="checkbox"/> Unit decisions are not delayed waiting for: Higher Levels of Management		54	23	24
<input type="checkbox"/> Unit decisions are not delayed waiting for: Other Units		49	31	19
<input type="checkbox"/> Unit decisions are not delayed waiting for: My Manager		72	15	13
<input type="checkbox"/> Unit decisions are not delayed while waiting for approval from:				
<input type="button" value="OK"/>				

CUSTOMIZE YOUR ACTION PLAN

The survey items will now appear in your action plan with your scores. You can add/delete items at any time.

Action Plan for: Yale

Report to Include in Action Plan: * Yale

Items to Include in Action Plan: *

Questions	Best Practice	% Favorable	% Neutral	% Unfavorable	Delete
Taking everything into account, I am satisfied with Yale University as a place to work		85	9	6	
I would recommend Yale University to others as a great place to work		80	15	5	

Type of Plan *

Estimated Completion Date *

Objective / Outcome *

Action Plan Status In Progress *

Actual Completion Date

Reminder: ☐

Plan Details

Assigned to	Send Email	Estimated Complete Date	Status	Progress Comments	Delete
<input type="text"/>	<input type="button" value="Add Step Owner"/>	<input type="text"/> [mm/dd/yyyy]	<input type="button" value="v"/> Not Yet Started	<input type="text"/>	

1.) Choose the Type of Plan from the drop-down list. Think about what level of the Company your plan will effect or involve.

2.) Choose a completion date for your plan.

3.) Identify an overall plan objective and/or what outcome will deem your plan successful.

4.) Your plan status starts with "In progress". Later, when the plan is completed, you'll return to the plan to update the status and record the completion date.

5.) Create up to three steps for each Action Plan. Assign completion dates and assign who will be a part of the team for this Action Plan.

6.) Assign Plan Step Owners by clicking the "Add Step Owner" button. Add E-mail Address of the step owner(s).

7.) When saving your action plan you can choose to send plan detailed e-mails to step owners by clicking here before clicking "Save Plan".

SUBMITTING YOUR PLAN



The screenshot shows the 'Plan Details' form. At the top, there is a header bar with the title 'Plan Details'. Below it, there is a table with columns: 'Add Plan Detail', 'Assigned to', 'Send Email', 'Estimated Complete Date', 'Status', 'Progress Comments', and 'Delete'. The 'Assigned to' field has a dropdown menu with a blue exclamation mark icon. The 'Send Email' field has a checkbox. The 'Estimated Complete Date' field has a date picker with the placeholder text '(mm/dd/yyyy)'. The 'Status' field has a dropdown menu with the selected value 'Not Yet Started'. The 'Progress Comments' field is a text area. The 'Delete' field has a red 'X' icon. At the bottom of the form, there are two buttons: 'Save Plan' (green) and 'Cancel' (grey). An arrow points from the 'Save Plan' button to a callout box.

Once you have completed your Action Plan you click “Save Plan” to add to your Action Plan Library.

If you have not entered all the required information you will get a pop-up telling you what part of the plan you have left blank. In order to successfully submit your plan go back and enter the indicated information before clicking “Save Plan” again.

The screenshot shows the 'Plan Details' form with a pop-up error message. The pop-up message says: 'The page at https://sort.sirota.com says: Please select at least 1 item'. The 'Save Plan' button is highlighted with an arrow. The form fields are the same as in the previous screenshot, but the 'Assigned to' field now has a dropdown menu with a red 'X' icon. The 'Save Plan' button is green and the 'Cancel' button is grey.

1.) You will have the ability to review the plans created by you and within the units you have access to, as well as any units that are within your organization. You can edit or delete your action plans from here. Plans created by units that roll up to you will be view only. Estimated completion dates in red indicate that a plan is past due. You can also export plans from either of these sections. They will export into an excel spreadsheet.

My Organization Plans						
999 - Yale						
Action Plans					Export To Excel 	
Employee Name	Objective	Estimated Completion Date	Type	Status	Edit	
Yale	Objective	03/31/2017	Yale Overall	Overdue	Edit	Delete
Yale	Objective/Outcome	03/31/2017	Yale Overall	Overdue	Edit	Delete
Yale	testing	03/24/2017	Yale Overall	Overdue	Edit	Delete
Yale	sdfgsdfgsdfsd	03/31/2017	Yale Overall	Overdue	Edit	Delete
Yale	Adding step owners	04/25/2017	Team	In Progress	Edit	Delete
Yale	4/4	04/11/2017	Yale Overall	Overdue	Edit	Delete
Yale	Testing the Action Tracker owner reminder email	04/15/2017	Yale Overall	Overdue	Edit	Delete
Assigned Action Plans					Export To Excel 	
Employee Name	Objective	Estimated Completion Date	Type	Status	View	

SEARCH PLANS

Here you can search through your Action Plans based on the fields you see below.

Estimated Completion Date:

From:

To:

Actual Completion Date:

From:

To:

Action Plan Status:

All

Type of Plan:

All

Search Results

Your results will appear here at the bottom. You can directly access any of your Action Plans from this list to update or edit. You can also export all plans from your results into an excel spreadsheet.

This is a sample of the Export File you will get from on the Review and Search Plan Pages. Each plan from your search or the review page appears on a single line in the export. All of the plan fields are displayed in columns across the spreadsheet.

	B	C	D	E	F	G	H	I	J
	Action Plan Owner	Identifier	BestPractice	Type of Plan	Enterprise Theme	EstimatedDate	Objective	Outcome	ActionPlanStatus
	Jane Manager	585304		Team		07/12/2013		Better communication	In Progress

LAST PAGE OF SECTION

Section 3

2019 Workplace Survey Sample Report & Trend Overview Section 3 (pgs. 118-196)

- Sample Unit Report
- Comment Report Instructions
- Comment Summary Chart



2019 WORKPLACE SURVEY

Sample Report

January 2020

INTRODUCTION

The 2019 Yale University Workplace Survey measures employees’ attitudes about their overall workplace experience and level of commitment. In order for Yale University to uphold its world renowned standards of excellence it must focus on its employees. The survey results provide leaders with an understanding of the employee experience and level of commitment within their business unit. Leaders can then use this feedback to assess and modify their actions to further enhance the workplace experience for employees.

DIMENSIONS OVERVIEW

There are several critical dimensions that shape the employee experience and reflect key aspects of the company culture. The survey is organized by the dimensions (i.e., themes or categories), and are listed below. Dimension scores are calculated by averaging the results of the items that fall within that dimension.

- 12 SURVEY DIMENSIONS**
- Commitment
 - Communication
 - Decision Making
 - Development
 - Diversity
 - Innovation
 - Leadership
 - Performance Management
 - Productivity
 - Rewards
 - Teamwork
 - Well Being

YOUR RESPONSIBILITIES AS A LEADER

As a leader who received a survey report, you need to ensure that your employees get feedback. It is important that you, as the departmental leader, take time to review and analyze your data prior to communicating with your employees. Following analysis, you are responsible for communicating survey results to your team and developing action plans with them. You can work directly with your Human Resource Generalist, who will be trained in data interpretation. **Yale deadline is no later than June 30, 2020.**

YOUR POST SURVEY LEADERSHIP ACTION STEPS:

STEP 1: Review and Analyze Survey Results - **Yale deadline is no later than March 31, 2020.**

STEP 2: Communicate Survey Results - **Yale deadline is no later than April 30, 2020.**

The goal of this step is to gain a shared vision and common understanding of what's working well and not so well. Highlight the wins and identify opportunities for improvement. Communication tips are listed below:

- Review survey results in an open and inviting manner
- Highlight wins, and discuss opportunities for development
- Do NOT try to do any action planning in the feedback session

STEP 3: Develop Action Plan(s) and Enter in Action Tracker Tool - **Yale deadline is no later than June 30, 2020.**

The goal of this step is for you and your team to feel ownership of the survey results, committed to taking action, monitoring progress, and communicating successes – year-round. Action Planning tips are listed below:

- Involve employees in the Action Planning process
- Create plans that address and solve for the critical 2-3 issues as voiced by your employees
- Be accountable – Execute and communicate progress on action plans (say/do ratio)
- Recognize progress and celebrate successes in a visible way

STEP 4: Action Plan Implementation & Monitoring – **Yale deadline is July 1- June 30, 2021.**

The goal is to implement improvement initiatives while gathering employee feedback year-round and to course correct where appropriate. Below are tips on how best to implement and monitor your Action Plan:

- Listen to and gather feedback from your employees through both formal and informal processes all year long
- Make engagement dialogue with your employees a normal part of your management practices (*staff meetings, 1:1's, etc.*)
- Embed your survey feedback and action plans into ongoing operating mechanisms (*e.g., Goal Setting, Performance Check-In Meetings, Performance Reviews, Annual Talent Reviews, etc.*)
- As you communicate progress on your action plans, make sure you help your employees see the link between the improvements and original survey results.

REPORT SECTIONS – WHAT DATA IS INCLUDED IN MY REPORT?

1. **Population Groups** - Your report focuses on the data for a particular population group within Yale. We call this your Primary Group. Your report also contains internal and external benchmark groups that can be used for comparative purposes. Internal benchmarks include Yale Overall and 2017 trend scores, and external benchmarks include comparisons to Sirota normative scores.
2. **Understanding Your Dashboard** - The Survey Results Dashboard provides you with an overview of your survey results. The dashboard is broken into four main sections; Highest Scoring Items, Lowest Scoring Items, Employee Commitment, Dimension overview, and comparison data. There are three dashboards, one showing trend data, one without trend displays, and one that compares your scores to your Division.
3. **Top and Bottom 10 Items** - The purpose of this section is to provide you with the 10 most favorable survey items (i.e., what your employees are most satisfied with) and 10 most unfavorable survey items (i.e., what your employees are least satisfied with). This section will help guide you in targeting the specific areas that should be included in your action plan for survey follow-up. When analyzing these results, consider the following: *Is there a pattern or theme among the items on these lists?* AND *What dimensions do the majority of items fall under?*
4. **Most Improved and Declined Items** - The purpose of this section is to provide you with the survey results that have shown the largest improvements and declines since 2017. Results will help you understand the areas in which employees report feeling more positive and less positive about compared to the previous survey administration. When analyzing these results, consider the following: *Is there a pattern or theme among the items on these lists?*, *What dimensions do the majority of items fall under?* AND *Are there areas that have shown continued decline or improvements?*
5. **Item Detail By Dimension** - This section displays how units with direct reporting relationships compare with each other on dimension and item scores. For each survey item, percent favorable, neutral, and unfavorable scores are provided. Additionally, different points of comparison are provided to allow for greater insights (e.g., comparison to Yale University, change over time, and comparison to Mercer | Sirota norms). Items are organized by dimension and there must be a minimum of 10 responses in order to see results for a particular item. When analyzing these results, consider:
 1. *Are there any patterns, such as consistently high or low scores? If so, these patterns could represent organization-wide strengths and weaknesses.*
 2. *Are there any notable differences between groups or across time? If so, it could indicate that there are differences in the work environment that are worth investigating.*
 3. *Look for differences within a dimension and try to understand why.* An example: Within the Leadership dimension, performance expectations are understood, but people feel that they are not getting enough feedback.
6. **Respondent Demographics** - This section includes data on respondent demographics. The purpose is to provide you with an overview of the composition of employees in your workgroup that responded to the survey. Demographic data included in this section was gathered from the survey.

DATA INTERPRETATION GUIDELINES

You should look at your results from multiple perspectives, using your current organizational climate, your expectations as a leader, and relevant organizational comparisons to interpret the data and discover the most meaningful story. The outcome of this process is an understanding of your workgroup's engagement level, strengths, and areas for improvement.

- 1. What's Important? *Think about your organization context first.*** Before analyzing any data in detail, it is critical to spend some time thinking about the context in which the survey took place, and the issues that are important to your organization. Some factors to consider:
 - Have there been any changes in your organization that have significantly impacted your team?
 - What is your current sense of employee commitment?
 - Are certain survey items related to areas that you have been concentrating on, revealing results that are different than expected?
- 2. How Are We Doing? *Understand your data through comparisons that are meaningful.*** The two most important sections of this report will help you determine your areas of “strength” and areas for “improvement opportunity”. Each section displays your survey results from a different angle thereby helping you better understand the story behind your data. The **Engagement Dashboard** is designed to provide you with a one page executive summary of your survey results. Concise and easy to read, the Dashboard includes your top three strengths and bottom three areas of opportunity, the percentage of employees that are committed in your work group, and a summary of the dimensional scores, including trend data from the 2017 survey. The **Item Detail** section shows the responses to all survey items grouped by dimensions (i.e., themes or categories), allowing you to get a sense of the general areas where your group is particularly strong or shows room for improvement. Furthermore, this section highlights where your survey results stand in comparison to various key comparison points (i.e., Yale University overall, previous survey results, Mercer | Sirotta's normative benchmarks).
- 3. Priority Areas? *Develop your own understanding of areas that need improvement.*** The following sections of the report will assist you in determining the 2-3 areas that need most improvement and where you should gather more feedback from employees during post survey feedback sessions. Each section displays survey results from a different angle thereby helping you better understand where action and follow-up is needed. **Top 10 and Bottom 10 Items** will provide you with the 10 most favorable survey items (i.e., what your employees are most satisfied with) and 10 most unfavorable survey items (i.e., what your employees are least satisfied with). This section will help guide you in targeting the specific areas that should be included in your action plan for survey follow-up. The **Largest Improvements and Declines** section provides you with an overview of topic areas that experienced the largest improvements and declines in comparison to the previous survey administration. This section should be considered in formulating your action plan to drive improvements, particularly in areas that show continued declines.

1. What did you learn about your team from the Workplace Survey?

- Through the feedback on the survey, what are your employees telling you?
- What experiences are most positive/negative for your employees?
- Where should you focus your attention for improving the employee experience?
- Does any of the data surprise you?
- In what areas do you need more information from employees during the feedback sessions?

2. How do survey results reflect what you “see and hear” within your team on a day-to-day basis?

- What are you hearing from your various stakeholders?
- What examples have you observed that support your survey data?
- Where have you seen the positive and negative experiences played out?
- How have the high/low experiences indicated in the survey results impacted your team?

3. Your actions as a leader:

- What impact have your behaviors had on your employees' experiences over the last year?
- How is your own level of success as a leader reflected in the experience and engagement of your employees?
- In what ways did you seek out and learn from the experiences of your employees in the last year?
- What changes, if any, have you noticed in the employee engagement of your team?

POPULATION GROUPS – WHAT DATA IS INCLUDED IN MY REPORT?

Your report focuses on the data for a particular population group within Yale. We call this your **Primary Group**. Your report also contains internal and external benchmark groups that can be used for comparative purposes. **Internal benchmarks** include Yale Overall and 2017 trend scores, and external benchmarks include comparisons to Mercer | Sirota normative scores.

Below is a list of units included in this report. The groups included in your report were agreed upon in advance by your local survey coordinator. Please contact Deborah Stanley-McAulay at 203-436-4072 or Susan Abramson at 203-432-8069 if you have any questions about the groups in this report.

Your Primary Group is based on a unit within the organizational hierarchy (*with number of respondents in parentheses*):

Sample Report (79)

The Benchmark Groups (*with number of respondents in parentheses*) available in this report are:

Yale Overall (7533)

Sirota US Overall (2,596,113)

The Units (*with number of respondents in parentheses*) included in this report are:

Child Unit 1 (43)

Child Unit 2 (21)

Child Unit 3 (15)

UNDERSTANDING YOUR WORKPLACE SURVEY - DASHBOARDS

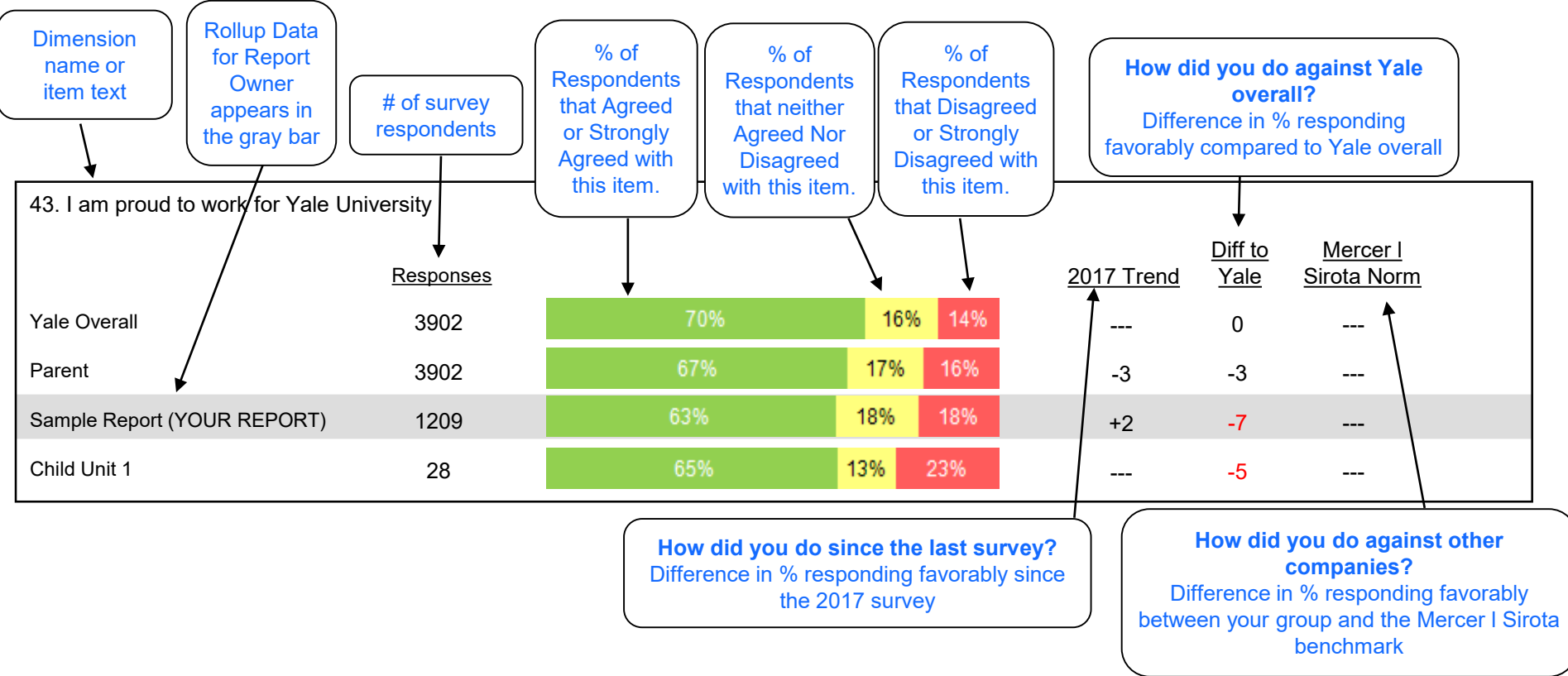
The Survey Results Dashboards provides you with an overview of your survey results. This year, there are three dashboards, which differ by the comparisons they offer:

1. 'Engagement Dashboard With Trend' compares your results to 2017
 2. 'Engagement Dashboard - No Trend' does not offer any data comparisons, and is most useful for units that have experienced a large amount of employee transition since 2017
 3. 'Engagement Dashboard- Division' compares your results to your division's results. The dashboards are broken into four main sections, which are described in detail below.
- A. Top Three Strengths to Maintain: These items represent the three most favorably rated items among the respondents in your group. If applicable, the percent difference scores to the right indicate the percentage point difference between your favorable score and the comparison point (2017 score or division).
- B. Bottom Three Areas of Concern: These items represent the three most unfavorably rated items among the respondents in your group. These items should be taken into consideration for action-planning purposes. If applicable, the percent difference scores to the right indicate the percentage point difference between your favorable score and the comparison point (2017 score or division).
- C. Employee Commitment: The employee commitment dimension measures the level to which employees are committed to the organization in your workgroup. This dimension score is comprised of 4 survey questions: *I would recommend Yale University to others as a great place to work, I am not seriously considering leaving Yale University, Taking everything into account, I am satisfied with Yale University as a place to work, and I am proud to work for Yale University.* Your employee commitment score is the average percent favorable score across these 4 items for your workgroup.
- D. Dimensions: In this section you will find the percent favorable, neutral, and unfavorable score for each dimension measured on the survey. Dimensions are ordered from most favorable to least favorable. As you will notice, comparisons to either Yale University overall or your Division's percent favorable score are provided.

Trend scores (difference scores): A difference score is provided to indicate whether your percent favorable score has increased or decreased since the previous survey administration. For example, a difference score of +10 indicates that the percent favorable score has increased 10% points since the previous survey administration. On the other hand, a difference score of -10 indicates that the percent favorable score item has decreased 10% since the previous survey administration. Color-coded trend scores indicate a meaningful increase (i.e., 5-point increase or higher) or decrease (i.e., 5-point decrease or lower) compared to the previous survey administration. Trend scores not color-coded indicate there is not a meaningful difference between your score this year and the previous survey administration. Dashes indicate that trend is not available. In order to effectively improve employee perceptions of their work experience it's important to have a clear understanding of your strengths and areas of opportunity. In order to do this task you will need to spend time analyzing the information in each of the following sections to develop a call-to-action that resonates with employee feedback and motivates employees to have a higher degree of satisfaction and pride in their work and the company in general.

** The 2020 Yale Workplace Survey had a few minor changes to the questions. Some questions which existed in 2017 were edited, and new questions were added. When there is a question that was similar from 2017 to 2020, trend comparisons will be available. For those dimensions that have change, a direct comparison is not possible.*

UNDERSTANDING YOUR WORKPLACE SURVEY ITEM DETAIL



Additional Information:

- To protect confidentiality, item level responses are reported for groups of 10 or more employees. If there are fewer than 10 employees in a group, the page will show the words "insufficient data" instead. These responses will roll-up to the next level of the organization.
- Results are generally ordered in descending order (e.g., from most to least favorable). In the item detail section, items are grouped by dimension (i.e., theme or category).
- When response choices are combined to show %Favorable, %Neutral, or %Unfavorable, there may be a discrepancy of 1 percentage point due to rounding.
- Color-coded trend scores indicate a meaningful increase (i.e., 5-point increase or higher) or decrease (i.e., 5-point decrease or lower) compared to the previous survey administration. Trend scores not color-coded indicate there is not a meaningful difference between your score this year and the previous survey administration. Dashes indicate that trend is not available.

ENGAGEMENT DASHBOARD WITH TREND

Sample Report

Sample Data Only

81 Total Respondents (Response Rate 79%)

Dimension Level Results

2017 Trend

Commitment	72%	15%	12%	82
Communication	70%	17%	14%	80
Diversity	67%	18%	15%	70
Rewards	67%	23%	10%	70
Innovation	66%	11%	23%	69
Well Being	65%	21%	14%	68
Productivity	58%	22%	21%	61
Development	58%	16%	26%	57
Decision Making	57%	24%	19%	62
Performance Management	57%	17%	25%	57
Leadership	54%	26%	20%	64
Teamwork	52%	20%	28%	63

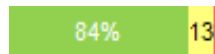
Employee
Commitment
(% Fav)

72

Top 3 Most Favorable

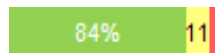
2017
Trend

52a. Aware of Yale's
commitment to well-being in:
Tobacco Free Yale Assistance.

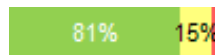


-1

38a. I am treated with respect
by: My peers.



50a. My Health Insurance
benefits are comprehensive and
provide great protection.

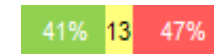


-5

Bottom 3 Least Favorable

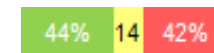
2017
Trend

37. I do not feel stressed by my
work responsibilities.



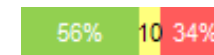
-10 ↓

23. My unit handles workplace
conflicts and disagreements
openly and constructively.



-10 ↓

26. My manager has discussed
my professional development
with me in the past year.



+8

Sample Data Only

81 Total Respondents (Response Rate 79%)

Dimension Level Results

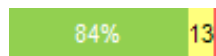
Commitment	72%	15%	12%
Communication	70%	17%	14%
Diversity	67%	18%	15%
Rewards	67%	23%	10%
Innovation	66%	11%	23%
Well Being	65%	21%	14%
Productivity	58%	22%	21%
Development	58%	16%	26%
Decision Making	57%	24%	19%
Performance Management	57%	17%	25%
Leadership	54%	26%	20%
Teamwork	52%	20%	28%

Employee
Commitment
(% Fav)

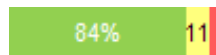
72

Top 3 Most Favorable

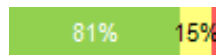
52a. Aware of Yale's
commitment to well-being in:
Tobacco Free Yale Assistance.



38a. I am treated with respect
by: My peers.

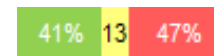


50a. My Health Insurance
benefits are comprehensive and
provide great protection.

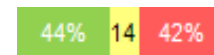


Bottom 3 Least Favorable

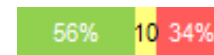
37. I do not feel stressed by my
work responsibilities.



23. My unit handles workplace
conflicts and disagreements
openly and constructively.



26. My manager has discussed
my professional development
with me in the past year.



Sample Data Only

81 Total Respondents (Response Rate 79%)

Dimension Level Results

Diff to Div

Commitment	72%	15%	12%	80
Communication	70%	17%	14%	76
Diversity	67%	18%	15%	76
Rewards	67%	23%	10%	71
Innovation	66%	11%	23%	69
Well Being	65%	21%	14%	68
Productivity	58%	22%	21%	67
Development	58%	16%	26%	68
Decision Making	57%	24%	19%	64
Performance Management	57%	17%	25%	71
Leadership	54%	26%	20%	62
Teamwork	52%	20%	28%	59

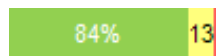
Employee
Commitment
(% Fav)

72

Top 3 Most Favorable

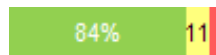
Diff to
Div

52a. Aware of Yale's
commitment to well-being in:
Tobacco Free Yale Assistance.



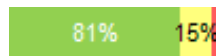
-3

38a. I am treated with respect
by: My peers.



-2

50a. My Health Insurance
benefits are comprehensive and
provide great protection.

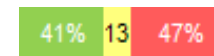


-2

Bottom 3 Least Favorable

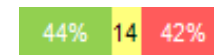
Diff to
Div

37. I do not feel stressed by my
work responsibilities.



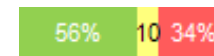
-7

23. My unit handles workplace
conflicts and disagreements
openly and constructively.



-10 ↓

26. My manager has discussed
my professional development
with me in the past year.



-11 ↓

Sample Data Only

81 Total Respondents (Response Rate 79%)

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
52a. Aware of Yale's commitment to well-being in: Tobacco Free Yale Assistance.	64	84% 13%	-1	-3	---
38a. I am treated with respect by: My peers.	79	84% 11% 5	---	-2	---
50a. My Health Insurance benefits are comprehensive and provide great protection.	73	81% 15% 4	-5	-2	---
50c. I feel that my Retirement benefits offer me important future financial security.	73	78% 18% 4	-7	-3	---
46. I am proud to work for Yale University.	79	77% 16% 6	-7	-7	-6
42. I am treated fairly at Yale University.	79	76% 18% 6	+4	-3	-2
1. Taking everything into account, I am satisfied with Yale as a place to work.	79	76% 11% 13%	-12 ↓	-7	+1
9a. I trust the communications I receive from: Yale University.	79	75% 19% 6	-7	-4	---
49d. Compared to other organizations, rate the University on: Retirement Benefits.	72	74% 21% 6	-1	+1	---
50b. Paid Time Off benefits are generous and allow adequate time away from my job.	78	74% 19% 6	-6	0	---

10 MOST UNFAVORABLE ITEMS

Sample Report

Sample Data Only

81 Total Respondents (Response Rate 79%)

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
37. I do not feel stressed by my work responsibilities.	79	<div><div>41%</div><div>13%</div><div>47%</div></div>	-10 ↓	-7	---
23. My unit handles workplace conflicts and disagreements openly and constructively.	73	<div><div>44%</div><div>14%</div><div>42%</div></div>	-10 ↓	-9	---
26. My manager has discussed my professional development with me in the past year.	77	<div><div>56%</div><div>10%</div><div>34%</div></div>	+8	-11 ↓	---
24. The overall morale in my unit is high.	79	<div><div>48%</div><div>19%</div><div>33%</div></div>	-2	-5	---
22. My unit continuously works to eliminate unnecessary bureaucracy and waste.	75	<div><div>52%</div><div>15%</div><div>33%</div></div>	-9	-5	-8
28. In the past year, my manager provided a thorough performance review.	70	<div><div>53%</div><div>14%</div><div>33%</div></div>	+2	-15 ↓	---
17a. Unit decisions are not delayed waiting for: Higher Levels of Management.	73	<div><div>44%</div><div>29%</div><div>27%</div></div>	-11 ↓	-7	-18 ↓
34. My manager leads by example and is a positive role model.	78	<div><div>55%</div><div>18%</div><div>27%</div></div>	-9	-17 ↓	-20 ↓
41. I have the same career advancement opportunities as peers/colleagues.	74	<div><div>58%</div><div>15%</div><div>27%</div></div>	0	-5	---
12. Workplace policies are administered fairly and consistently at Yale University.	77	<div><div>56%</div><div>18%</div><div>26%</div></div>	-7	0	-5

Sample Data Only

81 Total Respondents (Response Rate 79%)

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
49b. Compared to other organizations, rate the University on: Medical/Dental benefits.	76	<div> <div>74%</div> <div>20%</div> <div>7</div> </div>	+10 ↑	+2	---
52d. Aware of Yale's commitment to well-being: Stress management.	69	<div> <div>67%</div> <div>25%</div> <div>9</div> </div>	+9	+1	---
26. My manager has discussed my professional development with me in the past year.	77	<div> <div>56%</div> <div>10%</div> <div>34%</div> </div>	+8	-11 ↓	---
42. I am treated fairly at Yale University.	79	<div> <div>76%</div> <div>18%</div> <div>6</div> </div>	+4	-3	-2
44. I have the resources (equipment, budget, etc.) I need to do my job well.	78	<div> <div>72%</div> <div>12%</div> <div>17%</div> </div>	+4	+1	0
17d. Unit decisions are not delayed while waiting for approval from: Peers.	75	<div> <div>69%</div> <div>21%</div> <div>9</div> </div>	+4	-2	+7
52e. Aware of Yale's commitment to well-being in: Meditation programs.	64	<div> <div>66%</div> <div>23%</div> <div>11%</div> </div>	+4	-1	---
27. My manager is open to flexible work arrangements.	76	<div> <div>70%</div> <div>11%</div> <div>20%</div> </div>	+3	-6	-12 ↓
43. In my unit, I can change the way work is done in order to improve the processes.	77	<div> <div>61%</div> <div>21%</div> <div>18%</div> </div>	+2	-6	---
39. My manager recognizes employees for high quality performance.	78	<div> <div>58%</div> <div>19%</div> <div>23%</div> </div>	+2	-14 ↓	-19 ↓

Sample Data Only

81 Total Respondents (Response Rate 79%)

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
11a. I feel union relations are changing for the better in: Yale University.	50	<div> <div>38%</div> <div>46%</div> <div>16%</div> </div>	-21 ↓	-6	---
15. Yale University is changing for the better.	76	<div> <div>47%</div> <div>37%</div> <div>16%</div> </div>	-18 ↓	-8	---
16. The units of Yale cooperate in the best interest of the University as a whole.	72	<div> <div>46%</div> <div>33%</div> <div>21%</div> </div>	-16 ↓	-5	-15 ↓
52b. Aware of Yale's commitment to well-being in: Virtual physical activity challenges.	61	<div> <div>62%</div> <div>33%</div> <div>5%</div> </div>	-15 ↓	-11 ↓	---
10. Employees are treated with respect at Yale University regardless of their position.	79	<div> <div>52%</div> <div>25%</div> <div>23%</div> </div>	-14 ↓	-5	-24 ↓
14. I have confidence in the decisions made by the University senior leadership.	78	<div> <div>54%</div> <div>32%</div> <div>14%</div> </div>	-14 ↓	-5	-17 ↓
8. Yale has an inclusive environment where diversity is valued/encouraged.	79	<div> <div>56%</div> <div>24%</div> <div>20%</div> </div>	-14 ↓	-12 ↓	-23 ↓
2. Yale University's mission and core values are clear.	78	<div> <div>71%</div> <div>18%</div> <div>12%</div> </div>	-14 ↓	-7	-2
11b. I feel union relations are changing for the better in: My Unit.	48	<div> <div>38%</div> <div>42%</div> <div>21%</div> </div>	-13	-7	---
25. My manager establishes priorities well.	77	<div> <div>60%</div> <div>17%</div> <div>23%</div> </div>	-13 ↓	-10 ↓	---

Commitment

Sample Data Only

81 Total Respondents (Response Rate 79%)

Commitment

	Responses		2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	8017	79% 14% 8	-2	0	---
Division Unit (Level 2)	3187	80% 13% 7	-2	+1	---
Parent Unit	378	78% 15% 7	-6 ↓	-1	---
Sample Report	79	72% 15% 12%	-10 ↓	-7	---
Child Unit 1	43	74% 15% 12%	-2	-5	---
Child Unit 2	21	75% 12% 13%	-15 ↓	-4	---
Child Unit 3	15	65% 24% 12%	-25 ↓	-14	---

1. Taking everything into account, I am satisfied with Yale as a place to work.

			2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	8017	83% 10% 7	-2	0	+8 ↑
Division Unit (Level 2)	3187	83% 10% 7	-3	0	+8 ↑
Parent Unit	378	82% 12% 7	-7 ↓	-1	+7 ↑
Sample Report	79	76% 11% 13%	-12 ↓	-7	+1
Child Unit 1	43	79% 9 12%	-2	-4	+4
Child Unit 2	21	71% 5 24%	-29 ↓	-12	-4
Child Unit 3	15	73% 27%	-17 ↓	-10	-2

Commitment

Sample Data Only

81 Total Respondents (Response Rate 79%)

46. I am proud to work for Yale University.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	8002	84% 12%	-2	0	+1
Division Unit (Level 2)	3187	85% 12%	-1	+1	+2
Parent Unit	378	85% 12%	-2	+1	+2
Sample Report	79	77% 16% 6	-7	-7	-6
Child Unit 1	43	77% 16% 7	-3	-7	-6
Child Unit 2	21	81% 10% 10%	-9	-3	-2
Child Unit 3	15	73% 27%	-17 ↓	-11	-10

47. I would recommend Yale University to others as a great place to work.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7990	79% 16% 6	-1	0	+3
Division Unit (Level 2)	3183	80% 15% 5	-1	+1	+4
Parent Unit	377	78% 16% 6	-8 ↓	-1	+2
Sample Report	79	73% 16% 10%	-8	-6	-3
Child Unit 1	43	74% 14% 12%	-1	-5	-2
Child Unit 2	21	76% 10% 14%	-14	-3	0
Child Unit 3	15	67% 33%	-23 ↓	-12	-9

Commitment

Sample Data Only

81 Total Respondents (Response Rate 79%)

48. I am not seriously considering leaving Yale University.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7899	70% 16% 14%	-2	0	---
Division Unit (Level 2)	3140	73% 15% 12%	-1	+3	---
Parent Unit	372	67% 20% 13%	-8 ↓	-3	---
Sample Report	78	63% 18% 19%	-10 ↓	-7	---
Child Unit 1	42	64% 19% 17%	-2	-6	---
Child Unit 2	21	71% 24% 5	-9	+1	---
Child Unit 3	15	47% 7 47%	-43 ↓	-23 ↓	---

Communication

Sample Data Only

81 Total Respondents (Response Rate 79%)

Communication					2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
	Responses						
Yale Overall	8004	76%	16%	9	0	0	---
Division Unit (Level 2)	3186	76%	16%	9	-1	0	---
Parent Unit	378	76%	16%	9	-7 ↓	0	---
Sample Report	79	70%	17%	14%	-10 ↓	-6	---
Child Unit 1	43	75%	15%	10%	-6	-1	---
Child Unit 2	21	66%	16%	18%	-14	-10	---
Child Unit 3	15	60%	23%	17%	-20 ↓	-16 ↓	---

2. Yale University's mission and core values are clear.

					2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7973	78%	15%	7	-1	0	+5 ↑
Division Unit (Level 2)	3163	78%	15%	7	-2	0	+5 ↑
Parent Unit	370	75%	18%	8	-9 ↓	-3	+2
Sample Report	78	71%	18%	12%	-14 ↓	-7	-2
Child Unit 1	43	77%	16%	7	-7	-1	+4
Child Unit 2	20	55%	20%	25%	-35 ↓	-23 ↓	-18 ↓
Child Unit 3	15	73%	20%	7	-7	-5	0

Communication

Sample Data Only

81 Total Respondents (Response Rate 79%)

3. Yale does an excellent job of keeping employees informed about matters.

	Responses		2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	8004	67% 20% 14%	-2	0	+3
Division Unit (Level 2)	3180	68% 19% 13%	-3	+1	+4
Parent Unit	378	69% 18% 13%	-9 ↓	+2	+5 ↑
Sample Report	79	68% 18% 14%	-13 ↓	+1	+4
Child Unit 1	43	72% 19% 9	-9	+5	+8
Child Unit 2	21	67% 14% 19%	-13	0	+3
Child Unit 3	15	60% 20% 20%	-20 ↓	-7	-4

9a. I trust the communications I receive from: Yale University.

			2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	8002	79% 16% 5	0	0	---
Division Unit (Level 2)	3186	81% 15% 5	0	+2	---
Parent Unit	378	79% 16% 5	-7 ↓	0	---
Sample Report	79	75% 19% 6	-7	-4	---
Child Unit 1	43	81% 14% 5	-3	+2	---
Child Unit 2	21	76% 19% 5	+1	-3	---
Child Unit 3	15	53% 33% 13%	-37 ↓	-26 ↓	---

Communication

Sample Data Only

81 Total Respondents (Response Rate 79%)

9b. I trust the communications I receive from: My Manager.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7964	78% 12% 10%	0	0	---
Division Unit (Level 2)	3159	77% 13% 10%	+2	-1	---
Parent Unit	373	79% 12% 9	-3	+1	---
Sample Report	78	67% 12% 22%	-6	-11 ↓	---
Child Unit 1	42	71% 10% 19%	-2	-7	---
Child Unit 2	21	67% 10% 24%	-8	-11	---
Child Unit 3	15	53% 20% 27%	-17 ↓	-25 ↓	---

Decision Making

Sample Data Only

81 Total Respondents (Response Rate 79%)

Decision Making

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7929	64% 20% 16%	-2	0	---
Division Unit (Level 2)	3151	64% 20% 15%	-1	0	---
Parent Unit	371	64% 21% 15%	-8 ↓	0	---
Sample Report	78	57% 24% 19%	-5	-7	---
Child Unit 1	42	58% 22% 20%	-7	-6	---
Child Unit 2	21	59% 28% 14%	+4	-5	---
Child Unit 3	15	52% 24% 24%	-10	-12	---

17a. Unit decisions are not delayed waiting for: Higher Levels of Management.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7513	51% 22% 27%	-3	0	-11 ↓
Division Unit (Level 2)	2947	52% 23% 25%	-2	+1	-10 ↓
Parent Unit	341	49% 24% 27%	-15 ↓	-2	-13 ↓
Sample Report	73	44% 29% 27%	-11 ↓	-7	-18 ↓
Child Unit 1	39	41% 28% 31%	-20 ↓	-10	-21 ↓
Child Unit 2	20	50% 30% 20%	+6	-1	-12
Child Unit 3	14	43% 29% 29%	-7	-8	-19 ↓

Decision Making

Sample Data Only

81 Total Respondents (Response Rate 79%)

17b. Unit decisions are not delayed waiting for: Other Units.

	Responses		2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7122	<div><div>46%</div><div>32%</div><div>22%</div></div>	-3	0	-16 ↓
Division Unit (Level 2)	2756	<div><div>46%</div><div>33%</div><div>20%</div></div>	-3	0	-16 ↓
Parent Unit	309	<div><div>43%</div><div>35%</div><div>22%</div></div>	-14 ↓	-3	-19 ↓
Sample Report	66	<div><div>41%</div><div>38%</div><div>21%</div></div>	-9	-5	-21 ↓
Child Unit 1	35	<div><div>46%</div><div>31%</div><div>23%</div></div>	-5	0	-16 ↓
Child Unit 2	17	<div><div>41%</div><div>41%</div><div>18%</div></div>	0	-5	-21 ↓
Child Unit 3	14	<div><div>29%</div><div>50%</div><div>21%</div></div>	-31 ↓	-17 ↓	-33 ↓

17c. Unit decisions are not delayed waiting for: My Manager.

			2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7748	<div><div>70%</div><div>15%</div><div>15%</div></div>	-2	0	+8 ↑
Division Unit (Level 2)	3043	<div><div>70%</div><div>16%</div><div>15%</div></div>	0	0	+8 ↑
Parent Unit	349	<div><div>72%</div><div>16%</div><div>13%</div></div>	-6 ↓	+2	+10 ↑
Sample Report	76	<div><div>61%</div><div>20%</div><div>20%</div></div>	-9	-9	-1
Child Unit 1	41	<div><div>59%</div><div>24%</div><div>17%</div></div>	-14	-11	-3
Child Unit 2	20	<div><div>70%</div><div>15%</div><div>15%</div></div>	+10	0	+8
Child Unit 3	15	<div><div>53%</div><div>13%</div><div>33%</div></div>	-27 ↓	-17 ↓	-9

Decision Making

Sample Data Only

81 Total Respondents (Response Rate 79%)

17d. Unit decisions are not delayed while waiting for approval from: Peers.

	Responses		2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7553	<div><div>71%</div><div>20%</div><div>8</div></div>	-1	0	+9 ↑
Division Unit (Level 2)	2962	<div><div>71%</div><div>21%</div><div>8</div></div>	0	0	+9 ↑
Parent Unit	345	<div><div>70%</div><div>21%</div><div>8</div></div>	-6 ↓	-1	+8 ↑
Sample Report	75	<div><div>69%</div><div>21%</div><div>9</div></div>	+4	-2	+7
Child Unit 1	40	<div><div>70%</div><div>20%</div><div>10%</div></div>	-3	-1	+8
Child Unit 2	20	<div><div>75%</div><div>20%</div><div>5</div></div>	+28 ↑	+4	+13
Child Unit 3	15	<div><div>60%</div><div>27%</div><div>13%</div></div>	-10	-11	-2

36. I have a clear understanding of my decision-making authority.

			2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7929	<div><div>73%</div><div>14%</div><div>13%</div></div>	-3	0	---
Division Unit (Level 2)	3151	<div><div>73%</div><div>14%</div><div>13%</div></div>	-3	0	---
Parent Unit	371	<div><div>72%</div><div>17%</div><div>11%</div></div>	-7 ↓	-1	---
Sample Report	78	<div><div>60%</div><div>18%</div><div>22%</div></div>	-6	-13 ↓	---
Child Unit 1	42	<div><div>67%</div><div>10%</div><div>24%</div></div>	+3	-6	---
Child Unit 2	21	<div><div>48%</div><div>38%</div><div>14%</div></div>	-20 ↓	-25 ↓	---
Child Unit 3	15	<div><div>60%</div><div>13%</div><div>27%</div></div>	-10	-13	---

Decision Making

Sample Data Only

81 Total Respondents (Response Rate 79%)

40. I have the appropriate amount of decision-making authority for my level/position

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7851	<div><div>72%</div><div>16%</div><div>12%</div></div>	+2	0	---
Division Unit (Level 2)	3123	<div><div>74%</div><div>15%</div><div>11%</div></div>	+3	+2	---
Parent Unit	368	<div><div>78%</div><div>13%</div><div>9%</div></div>	0	+6 ↑	---
Sample Report	77	<div><div>66%</div><div>18%</div><div>16%</div></div>	0	-6	---
Child Unit 1	42	<div><div>67%</div><div>17%</div><div>17%</div></div>	-3	-5	---
Child Unit 2	21	<div><div>67%</div><div>24%</div><div>10%</div></div>	-3	-5	---
Child Unit 3	14	<div><div>64%</div><div>14%</div><div>21%</div></div>	+24 ↑	-8	---

Development

Sample Data Only

81 Total Respondents (Response Rate 79%)

Development					2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
	Responses						
Yale Overall	7926	68%	16%	17%	+2	0	---
Division Unit (Level 2)	3149	68%	16%	17%	+3	0	---
Parent Unit	373	68%	17%	16%	0	0	---
Sample Report	79	58%	16%	26%	+1	-10 ↓	---
Child Unit 1	43	63%	13%	24%	+4	-5	---
Child Unit 2	21	60%	16%	25%	0	-8	---
Child Unit 3	15	42%	27%	31%	-1	-26 ↓	---

26. My manager has discussed my professional development with me in the past year.

					2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7722	67%	13%	19%	+1	0	---
Division Unit (Level 2)	3049	67%	13%	20%	+4	0	---
Parent Unit	361	68%	11%	21%	+6 ↑	+1	---
Sample Report	77	56%	10%	34%	+8	-11 ↓	---
Child Unit 1	42	62%	5	33%	+9	-5	---
Child Unit 2	20	60%	10%	30%	+15 ↑	-7	---
Child Unit 3	15	33%	27%	40%	+3	-34 ↓	---

Development

Sample Data Only

81 Total Respondents (Response Rate 79%)

30. My manager encourages me to take advantage of development opportunities.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7894	76% 14% 10%	+3	0	+2
Division Unit (Level 2)	3128	75% 14% 11%	+5 ↑	-1	+1
Parent Unit	373	76% 15% 9	+1	0	+2
Sample Report	79	62% 18% 20%	-2	-14 ↓	-12 ↓
Child Unit 1	43	72% 16% 12%	+5	-4	-2
Child Unit 2	21	52% 19% 29%	-16 ↓	-24 ↓	-22 ↓
Child Unit 3	15	47% 20% 33%	+7	-29 ↓	-27 ↓

41. I have the same career advancement opportunities as peers/colleagues.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7684	63% 17% 20%	+1	0	---
Division Unit (Level 2)	3069	65% 17% 19%	+2	+2	---
Parent Unit	362	65% 17% 19%	-2	+2	---
Sample Report	74	58% 15% 27%	0	-5	---
Child Unit 1	40	60% 13% 28%	+2	-3	---
Child Unit 2	21	62% 14% 24%	+2	-1	---
Child Unit 3	13	46% 23% 31%	-4	-17 ↓	---

Development

Sample Data Only

81 Total Respondents (Response Rate 79%)

45. I feel that I have the opportunity for professional growth at Yale University.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7926	64% 20% 17%	+1	0	-3
Division Unit (Level 2)	3149	65% 19% 16%	+2	+1	-2
Parent Unit	373	61% 23% 16%	-5 ↓	-3	-6 ↓
Sample Report	77	57% 22% 21%	-2	-7	-10 ↓
Child Unit 1	43	58% 19% 23%	-1	-6	-9
Child Unit 2	20	65% 20% 15%	0	+1	-2
Child Unit 3	14	43% 36% 21%	-7	-21 ↓	-24 ↓

Diversity

Sample Data Only

81 Total Respondents (Response Rate 79%)

Diversity

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7993	75% 15% 11%	+2	0	---
Division Unit (Level 2)	3185	76% 14% 10%	+2	+1	---
Parent Unit	377	75% 15% 10%	-1	0	---
Sample Report	79	67% 18% 15%	-3	-8	---
Child Unit 1	43	70% 14% 16%	-1	-5	---
Child Unit 2	21	65% 21% 14%	-3	-10	---
Child Unit 3	15	62% 26% 12%	-6	-13	---

6. I feel like I belong at Yale University.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7981	73% 20% 8	---	0	---
Division Unit (Level 2)	3177	73% 20% 7	---	0	---
Parent Unit	377	69% 24% 7	---	-4	---
Sample Report	79	65% 24% 11%	---	-8	---
Child Unit 1	43	65% 26% 9	---	-8	---
Child Unit 2	21	62% 24% 14%	---	-11	---
Child Unit 3	15	67% 20% 13%	---	-6	---

Diversity

Sample Data Only

81 Total Respondents (Response Rate 79%)

8. Yale has an inclusive environment where diversity is valued/encouraged.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7956	<div><div>68%</div><div>18%</div><div>14%</div></div>	-2	0	-11 ↓
Division Unit (Level 2)	3164	<div><div>69%</div><div>17%</div><div>14%</div></div>	-4	+1	-10 ↓
Parent Unit	375	<div><div>66%</div><div>20%</div><div>14%</div></div>	-11 ↓	-2	-13 ↓
Sample Report	79	<div><div>56%</div><div>24%</div><div>20%</div></div>	-14 ↓	-12 ↓	-23 ↓
Child Unit 1	43	<div><div>60%</div><div>21%</div><div>19%</div></div>	-5	-8	-19 ↓
Child Unit 2	21	<div><div>48%</div><div>29%</div><div>24%</div></div>	-32 ↓	-20 ↓	-31 ↓
Child Unit 3	15	<div><div>53%</div><div>27%</div><div>20%</div></div>	-17 ↓	-15 ↓	-26 ↓

10. Employees are treated with respect at Yale University regardless of their position.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7951	<div><div>57%</div><div>21%</div><div>23%</div></div>	-3	0	-19 ↓
Division Unit (Level 2)	3164	<div><div>60%</div><div>20%</div><div>20%</div></div>	-3	+3	-16 ↓
Parent Unit	375	<div><div>58%</div><div>22%</div><div>20%</div></div>	-9 ↓	+1	-18 ↓
Sample Report	79	<div><div>52%</div><div>25%</div><div>23%</div></div>	-14 ↓	-5	-24 ↓
Child Unit 1	43	<div><div>56%</div><div>21%</div><div>23%</div></div>	-12	-1	-20 ↓
Child Unit 2	21	<div><div>48%</div><div>29%</div><div>24%</div></div>	-7	-9	-28 ↓
Child Unit 3	15	<div><div>47%</div><div>33%</div><div>20%</div></div>	-33 ↓	-10	-29 ↓

Diversity

Sample Data Only

81 Total Respondents (Response Rate 79%)

19. In my unit, offensive behavior is not tolerated.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7822	81% <div><div></div><div></div><div></div></div>	9	10%	-1 0 ---
Division Unit (Level 2)	3105	80% <div><div></div><div></div><div></div></div>	10%	10%	-1 -1 ---
Parent Unit	371	79% <div><div></div><div></div><div></div></div>	12%	9	-2 -2 ---
Sample Report	79	68% <div><div></div><div></div><div></div></div>	13%	19%	-7 -13 ↓ ---
Child Unit 1	43	63% <div><div></div><div></div><div></div></div>	12%	26%	-11 -18 ↓ ---
Child Unit 2	21	76% <div><div></div><div></div><div></div></div>	10%	14%	-4 -5 ---
Child Unit 3	15	73% <div><div></div><div></div><div></div></div>	20%	7	+3 -8 ---

32. My manager values diverse perspectives and ideas from staff members.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7777	75% <div><div></div><div></div><div></div></div>	15%	10%	0 0 -2
Division Unit (Level 2)	3071	75% <div><div></div><div></div><div></div></div>	15%	10%	+2 0 -2
Parent Unit	360	78% <div><div></div><div></div><div></div></div>	14%	8	+2 +3 +1
Sample Report	76	64% <div><div></div><div></div><div></div></div>	20%	16%	-1 -11 ↓ -13 ↓
Child Unit 1	42	74% <div><div></div><div></div><div></div></div>	10%	17%	+7 -1 -3
Child Unit 2	20	60% <div><div></div><div></div><div></div></div>	30%	10%	-3 -15 ↓ -17 ↓
Child Unit 3	14	43% <div><div></div><div></div><div></div></div>	36%	21%	-17 ↓ -32 ↓ -34 ↓

Diversity

Sample Data Only

81 Total Respondents (Response Rate 79%)

38a. I am treated with respect by: My peers.

	Responses		2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7993	<div><div>86%</div><div>10%</div><div>4</div></div>	---	0	---
Division Unit (Level 2)	3185	<div><div>86%</div><div>10%</div><div>4</div></div>	---	0	---
Parent Unit	377	<div><div>86%</div><div>10%</div><div>4</div></div>	---	0	---
Sample Report	79	<div><div>84%</div><div>11%</div><div>5</div></div>	---	-2	---
Child Unit 1	43	<div><div>86%</div><div>7</div><div>7</div></div>	---	0	---
Child Unit 2	21	<div><div>81%</div><div>14%</div><div>5</div></div>	---	-5	---
Child Unit 3	15	<div><div>80%</div><div>20%</div><div></div></div>	---	-6	---

38b. I am treated with respect by: My manager.

					2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7945	<div><div>83%</div><div>10%</div><div>7</div></div>			---	0	-3
Division Unit (Level 2)	3174	<div><div>83%</div><div>10%</div><div>7</div></div>			---	0	-3
Parent Unit	377	<div><div>84%</div><div>8</div><div>8</div></div>			---	+1	-2
Sample Report	79	<div><div>72%</div><div>9</div><div>19%</div></div>			---	-11 ↓	-14 ↓
Child Unit 1	43	<div><div>74%</div><div></div><div>23%</div></div>			---	-9	-12
Child Unit 2	21	<div><div>76%</div><div>10%</div><div>14%</div></div>			---	-7	-10
Child Unit 3	15	<div><div>60%</div><div>27%</div><div>13%</div></div>			---	-23 ↓	-26 ↓

Diversity

Sample Data Only

81 Total Respondents (Response Rate 79%)

42. I am treated fairly at Yale University.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7902	79% 13% 8	+1	0	+1
Division Unit (Level 2)	3149	81% 12% 6	+1	+2	+3
Parent Unit	372	78% 13% 8	-2	-1	0
Sample Report	79	76% 18% 6	+4	-3	-2
Child Unit 1	43	81% 12% 7	+1	+2	+3
Child Unit 2	21	67% 24% 10%	+7	-12	-11
Child Unit 3	15	73% 27%	+13	-6	-5

Innovation

Sample Data Only

81 Total Respondents (Response Rate 79%)

Innovation					2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
	Responses						
Yale Overall	7975	69%	16%	16%	0	0	---
Division Unit (Level 2)	3161	67%	16%	17%	+2	-2	---
Parent Unit	374	69%	18%	14%	0	0	---
Sample Report	78	58%	22%	21%	-3	-11 ↓	---
Child Unit 1	43	64%	18%	18%	-2	-5	---
Child Unit 2	21	44%	33%	23%	-12	-25 ↓	---
Child Unit 3	15	56%	17%	27%	+6	-13	---

7. In my unit, we are constantly looking for new, better ways of getting work done.

					2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7975	71%	15%	14%	-1	0	-3
Division Unit (Level 2)	3161	69%	16%	15%	0	-2	-5 ↓
Parent Unit	374	69%	18%	13%	0	-2	-5 ↓
Sample Report	78	59%	23%	18%	-3	-12 ↓	-15 ↓
Child Unit 1	43	65%	19%	16%	-1	-6	-9
Child Unit 2	20	40%	35%	25%	-20 ↓	-31 ↓	-34 ↓
Child Unit 3	15	67%	20%	13%	+17 ↑	-4	-7

Innovation

Sample Data Only

81 Total Respondents (Response Rate 79%)

18. In my unit, differing opinions are invited and considered in decisions.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7894	64% 17% 19%	-1	0	-13 ↓
Division Unit (Level 2)	3127	64% 17% 19%	+1	0	-13 ↓
Parent Unit	361	66% 20% 14%	-4	+2	-11 ↓
Sample Report	78	55% 21% 24%	-4	-9	-22 ↓
Child Unit 1	43	60% 16% 23%	+1	-4	-17 ↓
Child Unit 2	21	43% 33% 24%	-20 ↓	-21 ↓	-34 ↓
Child Unit 3	14	57% 14% 29%	+7	-7	-20 ↓

29. I am encouraged to make suggestions on how my unit might be improved.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7941	74% 13% 13%	+4	0	-9 ↓
Division Unit (Level 2)	3146	72% 14% 14%	+6 ↑	-2	-11 ↓
Parent Unit	371	73% 13% 14%	+6 ↑	-1	-10 ↓
Sample Report	77	55% 22% 23%	-10 ↓	-19 ↓	-28 ↓
Child Unit 1	42	67% 19% 14%	-8	-7	-16 ↓
Child Unit 2	21	38% 33% 29%	-12	-36 ↓	-45 ↓
Child Unit 3	14	43% 14% 43%	-7	-31 ↓	-40 ↓

Innovation

Sample Data Only

81 Total Respondents (Response Rate 79%)

43. In my unit, I can change the way work is done in order to improve the processes.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7834	67%18%16%	0	0	---
Division Unit (Level 2)	3091	64%18%18%	+1	-3	---
Parent Unit	366	67%19%14%	-4	0	---
Sample Report	77	61%21%18%	+2	-6	---
Child Unit 1	43	65%16%19%	+1	-2	---
Child Unit 2	20	55%30%15%	+5	-12	---
Child Unit 3	14	57%21%21%	---	-10	---

Leadership

Sample Data Only

81 Total Respondents (Response Rate 79%)

Leadership

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7960	<div><div>61%</div><div>25%</div><div>15%</div></div>	-2	0	---
Division Unit (Level 2)	3154	<div><div>62%</div><div>24%</div><div>14%</div></div>	-1	+1	---
Parent Unit	373	<div><div>61%</div><div>26%</div><div>13%</div></div>	-7 ↓	0	---
Sample Report	79	<div><div>54%</div><div>26%</div><div>20%</div></div>	-10 ↓	-7	---
Child Unit 1	43	<div><div>54%</div><div>26%</div><div>20%</div></div>	-9	-7	---
Child Unit 2	21	<div><div>55%</div><div>26%</div><div>19%</div></div>	-9	-6	---
Child Unit 3	15	<div><div>50%</div><div>28%</div><div>23%</div></div>	-18 ↓	-11	---

4. I feel confident that Yale University has a plan to ensure long-term success.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7907	<div><div>79%</div><div>15%</div><div>6</div></div>	0	0	+1
Division Unit (Level 2)	3131	<div><div>79%</div><div>15%</div><div>6</div></div>	-2	0	+1
Parent Unit	366	<div><div>79%</div><div>16%</div><div>5</div></div>	-4	0	+1
Sample Report	77	<div><div>74%</div><div>16%</div><div>10%</div></div>	-9	-5	-4
Child Unit 1	42	<div><div>81%</div><div>12%</div><div>7</div></div>	-2	+2	+3
Child Unit 2	20	<div><div>70%</div><div>15%</div><div>15%</div></div>	-15 ↓	-9	-8
Child Unit 3	15	<div><div>60%</div><div>27%</div><div>13%</div></div>	-20 ↓	-19 ↓	-18 ↓

Leadership

Sample Data Only

81 Total Respondents (Response Rate 79%)

5. I feel that Yale is achieving its mission to improve the world.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7892	73% 20% 7	---	0	---
Division Unit (Level 2)	3133	74% 20% 6	---	+1	---
Parent Unit	373	73% 20% 7	---	0	---
Sample Report	78	72% 14% 14%	---	-1	---
Child Unit 1	43	74% 14% 12%	---	+1	---
Child Unit 2	20	70% 15% 15%	---	-3	---
Child Unit 3	15	67% 13% 20%	---	-6	---

11a. I feel union relations are changing for the better in: Yale University.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	5808	44% 39% 17%	-12 ↓	0	---
Division Unit (Level 2)	2280	48% 38% 14%	-9 ↓	+4	---
Parent Unit	240	42% 45% 14%	-18 ↓	-2	---
Sample Report	50	38% 46% 16%	-21 ↓	-6	---
Child Unit 1	23	26% 57% 17%	-31 ↓	-18 ↓	---
Child Unit 2	15	47% 47% 7	-11	+3	---
Child Unit 3	12	50% 25% 25%	-20 ↓	+6	---

Leadership

Sample Data Only

81 Total Respondents (Response Rate 79%)

11b. I feel union relations are changing for the better in: My Unit.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	5728	<div><div>45%</div><div>37%</div><div>18%</div></div>	-10 ↓	0	---
Division Unit (Level 2)	2295	<div><div>46%</div><div>36%</div><div>18%</div></div>	-8 ↓	+1	---
Parent Unit	234	<div><div>43%</div><div>41%</div><div>16%</div></div>	-16 ↓	-2	---
Sample Report	48	<div><div>38%</div><div>42%</div><div>21%</div></div>	-13	-7	---
Child Unit 1	21	<div><div>33%</div><div>43%</div><div>24%</div></div>	-12	-12	---
Child Unit 2	15	<div><div>47%</div><div>33%</div><div>20%</div></div>	-6	+2	---
Child Unit 3	12	<div><div>33%</div><div>50%</div><div>17%</div></div>	-37 ↓	-12	---

12. Workplace policies are administered fairly and consistently at Yale University.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7700	<div><div>56%</div><div>22%</div><div>22%</div></div>	-2	0	-5 ↓
Division Unit (Level 2)	3057	<div><div>60%</div><div>20%</div><div>20%</div></div>	-1	+4	-1
Parent Unit	358	<div><div>61%</div><div>19%</div><div>19%</div></div>	-6 ↓	+5 ↑	0
Sample Report	77	<div><div>56%</div><div>18%</div><div>26%</div></div>	-7	0	-5
Child Unit 1	43	<div><div>53%</div><div>14%</div><div>33%</div></div>	-4	-3	-8
Child Unit 2	20	<div><div>60%</div><div>15%</div><div>25%</div></div>	-18 ↓	+4	-1
Child Unit 3	14	<div><div>57%</div><div>36%</div><div>7%</div></div>	-3	+1	-4

Leadership

Sample Data Only

81 Total Respondents (Response Rate 79%)

14. I have confidence in the decisions made by the University senior leadership.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7879	<div><div>59%</div><div>28%</div><div>13%</div></div>	-2	0	-12 ↓
Division Unit (Level 2)	3114	<div><div>61%</div><div>28%</div><div>12%</div></div>	-4	+2	-10 ↓
Parent Unit	367	<div><div>56%</div><div>31%</div><div>13%</div></div>	-15 ↓	-3	-15 ↓
Sample Report	78	<div><div>54%</div><div>32%</div><div>14%</div></div>	-14 ↓	-5	-17 ↓
Child Unit 1	43	<div><div>51%</div><div>35%</div><div>14%</div></div>	-12	-8	-20 ↓
Child Unit 2	20	<div><div>60%</div><div>30%</div><div>10%</div></div>	-10	+1	-11
Child Unit 3	15	<div><div>53%</div><div>27%</div><div>20%</div></div>	-27 ↓	-6	-18 ↓

15. Yale University is changing for the better.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7709	<div><div>55%</div><div>34%</div><div>11%</div></div>	0	0	---
Division Unit (Level 2)	3030	<div><div>57%</div><div>33%</div><div>10%</div></div>	0	+2	---
Parent Unit	354	<div><div>53%</div><div>36%</div><div>11%</div></div>	-10 ↓	-2	---
Sample Report	76	<div><div>47%</div><div>37%</div><div>16%</div></div>	-18 ↓	-8	---
Child Unit 1	43	<div><div>47%</div><div>42%</div><div>12%</div></div>	-20 ↓	-8	---
Child Unit 2	18	<div><div>44%</div><div>39%</div><div>17%</div></div>	-14	-11	---
Child Unit 3	15	<div><div>53%</div><div>20%</div><div>27%</div></div>	-17 ↓	-2	---

Leadership

Sample Data Only

81 Total Respondents (Response Rate 79%)

24. The overall morale in my unit is high.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7925	<div><div>53%</div><div>21%</div><div>26%</div></div>	-2	0	---
Division Unit (Level 2)	3144	<div><div>53%</div><div>20%</div><div>26%</div></div>	-1	0	---
Parent Unit	368	<div><div>58%</div><div>20%</div><div>22%</div></div>	-4	+5 ↑	---
Sample Report	79	<div><div>48%</div><div>19%</div><div>33%</div></div>	-2	-5	---
Child Unit 1	43	<div><div>51%</div><div>19%</div><div>30%</div></div>	-1	-2	---
Child Unit 2	21	<div><div>38%</div><div>29%</div><div>33%</div></div>	-7	-15 ↓	---
Child Unit 3	15	<div><div>53%</div><div>7</div><div>40%</div></div>	+3	0	---

25. My manager establishes priorities well.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7928	<div><div>70%</div><div>15%</div><div>15%</div></div>	-2	0	---
Division Unit (Level 2)	3144	<div><div>71%</div><div>15%</div><div>14%</div></div>	0	+1	---
Parent Unit	370	<div><div>73%</div><div>15%</div><div>12%</div></div>	-3	+3	---
Sample Report	77	<div><div>60%</div><div>17%</div><div>23%</div></div>	-13 ↓	-10 ↓	---
Child Unit 1	42	<div><div>64%</div><div>10%</div><div>26%</div></div>	-10	-6	---
Child Unit 2	20	<div><div>60%</div><div>25%</div><div>15%</div></div>	-10	-10	---
Child Unit 3	15	<div><div>47%</div><div>27%</div><div>27%</div></div>	-23 ↓	-23 ↓	---

Leadership

Sample Data Only

81 Total Respondents (Response Rate 79%)

34. My manager leads by example and is a positive role model.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7960	72%15%13%	0	0	-3
Division Unit (Level 2)	3154	73%14%13%	+2	+1	-2
Parent Unit	372	75%13%12%	0	+3	0
Sample Report	78	55%18%27%	-9	-17 ↓	-20 ↓
Child Unit 1	43	63%12%26%	-4	-9	-12
Child Unit 2	21	57%14%29%	-3	-15 ↓	-18 ↓
Child Unit 3	14	29%43%29%	-31 ↓	-43 ↓	-46 ↓

Performance Management

Sample Data Only

81 Total Respondents (Response Rate 79%)

Performance Management

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7969	<div><div>72%</div><div>14%</div><div>14%</div></div>	+2	0	---
Division Unit (Level 2)	3164	<div><div>71%</div><div>15%</div><div>14%</div></div>	+3	-1	---
Parent Unit	374	<div><div>70%</div><div>15%</div><div>14%</div></div>	+2	-2	---
Sample Report	79	<div><div>57%</div><div>17%</div><div>25%</div></div>	0	-15 ↓	---
Child Unit 1	43	<div><div>63%</div><div>14%</div><div>24%</div></div>	+2	-9	---
Child Unit 2	21	<div><div>60%</div><div>18%</div><div>23%</div></div>	+5	-12	---
Child Unit 3	15	<div><div>39%</div><div>28%</div><div>33%</div></div>	-14	-33 ↓	---

28. In the past year, my manager provided a thorough performance review.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7389	<div><div>68%</div><div>14%</div><div>18%</div></div>	+3	0	---
Division Unit (Level 2)	2890	<div><div>67%</div><div>14%</div><div>20%</div></div>	+6 ↑	-1	---
Parent Unit	344	<div><div>62%</div><div>16%</div><div>22%</div></div>	+1	-6 ↓	---
Sample Report	70	<div><div>53%</div><div>14%</div><div>33%</div></div>	+2	-15 ↓	---
Child Unit 1	37	<div><div>65%</div><div>11%</div><div>24%</div></div>	+6	-3	---
Child Unit 2	18	<div><div>50%</div><div>11%</div><div>39%</div></div>	-5	-18 ↓	---
Child Unit 3	15	<div><div>27%</div><div>27%</div><div>47%</div></div>	---	-41 ↓	---

Performance Management

Sample Data Only

81 Total Respondents (Response Rate 79%)

31. I have clear performance goals and I know what my manager expects of me.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7923	<div><div>76%</div><div>13%</div><div>11%</div></div>	0	0	-11 ↓
Division Unit (Level 2)	3140	<div><div>76%</div><div>14%</div><div>11%</div></div>	+2	0	-11 ↓
Parent Unit	370	<div><div>74%</div><div>14%</div><div>12%</div></div>	+2	-2	-13 ↓
Sample Report	78	<div><div>67%</div><div>9</div><div>24%</div></div>	+1	-9	-20 ↓
Child Unit 1	42	<div><div>69%</div><div>7</div><div>24%</div></div>	+1	-7	-18 ↓
Child Unit 2	21	<div><div>67%</div><div>10%</div><div>24%</div></div>	-3	-9	-20 ↓
Child Unit 3	15	<div><div>60%</div><div>13%</div><div>27%</div></div>	+10	-16 ↓	-27 ↓

33. My manager motivates and encourages me to give my very best.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7969	<div><div>73%</div><div>15%</div><div>12%</div></div>	0	0	---
Division Unit (Level 2)	3164	<div><div>73%</div><div>15%</div><div>12%</div></div>	+2	0	---
Parent Unit	374	<div><div>74%</div><div>15%</div><div>11%</div></div>	+1	+1	---
Sample Report	79	<div><div>57%</div><div>20%</div><div>23%</div></div>	-3	-16 ↓	---
Child Unit 1	43	<div><div>63%</div><div>12%</div><div>26%</div></div>	0	-10	---
Child Unit 2	21	<div><div>62%</div><div>24%</div><div>14%</div></div>	+9	-11	---
Child Unit 3	15	<div><div>33%</div><div>40%</div><div>27%</div></div>	-27 ↓	-40 ↓	---

Performance Management

Sample Data Only

81 Total Respondents (Response Rate 79%)

35. My manager provides sufficient informal feedback on how I am doing my job.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7931	<div><div>72%</div><div>15%</div><div>14%</div></div>	+1	0	---
Division Unit (Level 2)	3139	<div><div>70%</div><div>15%</div><div>14%</div></div>	+2	-2	---
Parent Unit	372	<div><div>69%</div><div>17%</div><div>13%</div></div>	0	-3	---
Sample Report	79	<div><div>52%</div><div>25%</div><div>23%</div></div>	+1	-20 ↓	---
Child Unit 1	43	<div><div>56%</div><div>26%</div><div>19%</div></div>	0	-16 ↓	---
Child Unit 2	21	<div><div>57%</div><div>19%</div><div>24%</div></div>	+10	-15 ↓	---
Child Unit 3	15	<div><div>33%</div><div>33%</div><div>33%</div></div>	-7	-39 ↓	---

39. My manager recognizes employees for high quality performance.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7811	<div><div>72%</div><div>15%</div><div>13%</div></div>	+5 ↑	0	-5 ↓
Division Unit (Level 2)	3093	<div><div>70%</div><div>16%</div><div>14%</div></div>	+5 ↑	-2	-7 ↓
Parent Unit	361	<div><div>73%</div><div>14%</div><div>13%</div></div>	+6 ↑	+1	-4
Sample Report	78	<div><div>58%</div><div>19%</div><div>23%</div></div>	+2	-14 ↓	-19 ↓
Child Unit 1	43	<div><div>60%</div><div>14%</div><div>26%</div></div>	+2	-12	-17 ↓
Child Unit 2	21	<div><div>62%</div><div>24%</div><div>14%</div></div>	+12	-10	-15 ↓
Child Unit 3	14	<div><div>43%</div><div>29%</div><div>29%</div></div>	-17 ↓	-29 ↓	-34 ↓

Productivity

Sample Data Only

81 Total Respondents (Response Rate 79%)

Productivity

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7922	68% 17% 14%	-2	0	---
Division Unit (Level 2)	3133	69% 17% 14%	0	+1	---
Parent Unit	370	71% 15% 14%	-3	+3	---
Sample Report	78	66% 11% 23%	-3	-2	---
Child Unit 1	43	65% 9 26%	-1	-3	---
Child Unit 2	20	71% 4 26%	-6	+3	---
Child Unit 3	15	61% 28% 12%	+1	-7	---

20. In my unit, employees pay attention to costs and use resources wisely.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7709	77% 14% 9	-1	0	---
Division Unit (Level 2)	3018	77% 14% 9	0	0	---
Parent Unit	352	80% 12% 7	-3	+3	---
Sample Report	74	73% 7 20%	-4	-4	---
Child Unit 1	42	74% 5 21%	-2	-3	---
Child Unit 2	19	74% 26%	-10	-3	---
Child Unit 3	13	69% 23% 8	---	-8	---

Productivity

Sample Data Only

81 Total Respondents (Response Rate 79%)

22. My unit continuously works to eliminate unnecessary bureaucracy and waste.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7710	57% 23% 20%	-4	0	-3
Division Unit (Level 2)	3023	57% 23% 20%	-2	0	-3
Parent Unit	349	57% 23% 21%	-5 ↓	0	-3
Sample Report	75	52% 15% 33%	-9	-5	-8
Child Unit 1	41	49% 12% 39%	-11	-8	-11
Child Unit 2	19	58% 11% 32%	-10	+1	-2
Child Unit 3	15	53% 27% 20%	+3	-4	-7

44. I have the resources (equipment, budget, etc.) I need to do my job well.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7922	71% 15% 14%	+1	0	-1
Division Unit (Level 2)	3133	72% 15% 13%	0	+1	0
Parent Unit	370	75% 11% 15%	-1	+4	+3
Sample Report	78	72% 12% 17%	+4	+1	0
Child Unit 1	43	72% 9 19%	+9	+1	0
Child Unit 2	20	80% 20%	0	+9	+8
Child Unit 3	15	60% 33% 7	-10	-11	-12

Rewards

Sample Data Only

81 Total Respondents (Response Rate 79%)

Rewards

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7801	<div><div>70%</div><div>19%</div><div>11%</div></div>	-3	0	---
Division Unit (Level 2)	3074	<div><div>71%</div><div>19%</div><div>11%</div></div>	-3	+1	---
Parent Unit	363	<div><div>67%</div><div>21%</div><div>12%</div></div>	-5 ↓	-3	---
Sample Report	78	<div><div>67%</div><div>23%</div><div>10%</div></div>	-3	-3	---
Child Unit 1	43	<div><div>57%</div><div>30%</div><div>13%</div></div>	-6	-13	---
Child Unit 2	21	<div><div>80%</div><div>11%</div><div>10%</div></div>	+5	+10	---
Child Unit 3	15	<div><div>75%</div><div>20%</div><div>5</div></div>	-10	+5	---

49a. Compared to other organizations, rate the University on: Pay.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7466	<div><div>48%</div><div>26%</div><div>26%</div></div>	-2	0	-10 ↓
Division Unit (Level 2)	2991	<div><div>49%</div><div>25%</div><div>26%</div></div>	-3	+1	-9 ↓
Parent Unit	349	<div><div>40%</div><div>32%</div><div>28%</div></div>	-3	-8 ↓	-18 ↓
Sample Report	75	<div><div>40%</div><div>35%</div><div>25%</div></div>	-5	-8	-18 ↓
Child Unit 1	41	<div><div>24%</div><div>46%</div><div>29%</div></div>	-11	-24 ↓	-34 ↓
Child Unit 2	21	<div><div>52%</div><div>19%</div><div>29%</div></div>	+2	+4	-6
Child Unit 3	13	<div><div>69%</div><div>23%</div><div>8</div></div>	-11	+21 ↑	+11

Rewards

Sample Data Only

81 Total Respondents (Response Rate 79%)

49b. Compared to other organizations, rate the University on: Medical/Dental benefits.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7478	<div><div>72%</div><div>21%</div><div>7</div></div>	-3	0	---
Division Unit (Level 2)	2989	<div><div>72%</div><div>20%</div><div>8</div></div>	-4	0	---
Parent Unit	351	<div><div>68%</div><div>22%</div><div>10%</div></div>	-3	-4	---
Sample Report	76	<div><div>74%</div><div>20%</div><div>7</div></div>	+10 ↑	+2	---
Child Unit 1	40	<div><div>65%</div><div>25%</div><div>10%</div></div>	+10	-7	---
Child Unit 2	21	<div><div>95%</div><div></div><div>5</div></div>	+15 ↑	+23 ↑	---
Child Unit 3	15	<div><div>67%</div><div>27%</div><div>7</div></div>	-3	-5	---

49c. Compared to other organizations, rate the University on: Paid Time off.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7574	<div><div>68%</div><div>23%</div><div>9</div></div>	-5 ↓	0	---
Division Unit (Level 2)	3017	<div><div>70%</div><div>23%</div><div>7</div></div>	-4	+2	---
Parent Unit	356	<div><div>67%</div><div>29%</div><div>5</div></div>	-4	-1	---
Sample Report	78	<div><div>64%</div><div>29%</div><div>6</div></div>	-2	-4	---
Child Unit 1	42	<div><div>50%</div><div>40%</div><div>10%</div></div>	-6	-18 ↓	---
Child Unit 2	21	<div><div>81%</div><div>14%</div><div>5</div></div>	+6	+13	---
Child Unit 3	15	<div><div>80%</div><div>20%</div><div></div></div>	-10	+12	---

Rewards

Sample Data Only

81 Total Respondents (Response Rate 79%)

49d. Compared to other organizations, rate the University on: Retirement Benefits.

	Responses		2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7188	73% 22% 5	-2	0	---
Division Unit (Level 2)	2835	74% 22% 4	-3	+1	---
Parent Unit	333	71% 24% 5	-7 ↓	-2	---
Sample Report	72	74% 21% 6	-1	+1	---
Child Unit 1	37	59% 30% 11%	-10	-14	---
Child Unit 2	21	90% 10%	+10	+17 ↑	---
Child Unit 3	14	86% 14%	-4	+13	---

50a. My Health Insurance benefits are comprehensive and provide great protection.

			2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7560	83% 12% 5	-4	0	---
Division Unit (Level 2)	2973	83% 12% 6	-4	0	---
Parent Unit	353	80% 14% 6	-8 ↓	-3	---
Sample Report	73	81% 15% 4	-5	-2	---
Child Unit 1	38	76% 18% 5	-9	-7	---
Child Unit 2	20	90% 5 5	+6	+7	---
Child Unit 3	15	80% 20%	-10	-3	---

Rewards

Sample Data Only

81 Total Respondents (Response Rate 79%)

50b. Paid Time Off benefits are generous and allow adequate time away from my job.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7801	74% 15% 11%	-4	0	---
Division Unit (Level 2)	3074	75% 15% 10%	-4	+1	---
Parent Unit	363	77% 15% 8	-5 ↓	+3	---
Sample Report	78	74% 19% 6	-6	0	---
Child Unit 1	43	65% 28% 7	-12	-9	---
Child Unit 2	21	86% 5 10%	+6	+12	---
Child Unit 3	14	86% 14%	-4	+12	---

50c. I feel that my Retirement benefits offer me important future financial security.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7491	81% 14% 5	-1	0	---
Division Unit (Level 2)	2935	81% 14% 5	-1	0	---
Parent Unit	353	81% 15% 4	-3	0	---
Sample Report	73	78% 18% 4	-7	-3	---
Child Unit 1	37	73% 19% 8	-6	-8	---
Child Unit 2	21	86% 14%	-9	+5	---
Child Unit 3	15	80% 20%	-10	-1	---

Rewards

Sample Data Only

81 Total Respondents (Response Rate 79%)

50d. I am paid fairly in comparison to my colleagues in comparable roles.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7154	58% 20% 21%	-3	0	---
Division Unit (Level 2)	2882	60% 19% 20%	-4	+2	---
Parent Unit	343	55% 20% 26%	-7 ↓	-3	---
Sample Report	75	49% 27% 24%	-7	-9	---
Child Unit 1	41	44% 34% 22%	-7	-14	---
Child Unit 2	21	57% 14% 29%	+4	-1	---
Child Unit 3	13	54% 23% 23%	-26 ↓	-4	---

Teamwork

Sample Data Only

81 Total Respondents (Response Rate 79%)

Teamwork

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7966	58% 23% 19%	-2	0	---
Division Unit (Level 2)	3169	59% 22% 19%	0	+1	---
Parent Unit	375	60% 21% 19%	-5 ↓	+2	---
Sample Report	79	52% 20% 28%	-11 ↓	-6	---
Child Unit 1	43	52% 18% 31%	-11	-6	---
Child Unit 2	21	49% 24% 27%	-14	-9	---
Child Unit 3	15	57% 20% 23%	-6	-1	---

16. The units of Yale cooperate in the best interest of the University as a whole.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7458	51% 31% 18%	-1	0	-10 ↓
Division Unit (Level 2)	2918	53% 30% 17%	-1	+2	-8 ↓
Parent Unit	338	53% 28% 19%	-5 ↓	+2	-8 ↓
Sample Report	72	46% 33% 21%	-16 ↓	-5	-15 ↓
Child Unit 1	38	45% 32% 24%	-13	-6	-16 ↓
Child Unit 2	19	42% 37% 21%	-21 ↓	-9	-19 ↓
Child Unit 3	15	53% 33% 13%	-27 ↓	+2	-8

Teamwork

Sample Data Only

81 Total Respondents (Response Rate 79%)

21. Within my unit, there is a high degree of teamwork.

	Responses		2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7966	71% 15% 14%	-1	0	-8 ↓
Division Unit (Level 2)	3169	70% 15% 15%	0	-1	-9 ↓
Parent Unit	375	72% 15% 13%	-4	+1	-7 ↓
Sample Report	79	66% 13% 22%	-6	-5	-13 ↓
Child Unit 1	43	72% 7 21%	-3	+1	-7
Child Unit 2	21	57% 24% 19%	-8	-14	-22 ↓
Child Unit 3	15	60% 13% 27%	-10	-11	-19 ↓

23. My unit handles workplace conflicts and disagreements openly and constructively.

			2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7504	53% 22% 25%	-2	0	---
Division Unit (Level 2)	2960	54% 22% 24%	0	+1	---
Parent Unit	342	54% 21% 25%	-6 ↓	+1	---
Sample Report	73	44% 14% 42%	-10 ↓	-9	---
Child Unit 1	40	38% 15% 48%	-17 ↓	-15 ↓	---
Child Unit 2	19	47% 11% 42%	-13	-6	---
Child Unit 3	14	57% 14% 29%	+17 ↑	+4	---

Well Being

Sample Data Only

81 Total Respondents (Response Rate 79%)

Well Being

	Responses				2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	8006	<div><div>69%</div></div>	19%	13%	-1	0	---
Division Unit (Level 2)	3186	<div><div>68%</div></div>	19%	13%	-2	-1	---
Parent Unit	377	<div><div>66%</div></div>	20%	13%	-4	-3	---
Sample Report	79	<div><div>65%</div></div>	21%	14%	-3	-4	---
Child Unit 1	43	<div><div>67%</div></div>	17%	16%	+2	-2	---
Child Unit 2	21	<div><div>60%</div></div>	26%	14%	-15 ↓	-9	---
Child Unit 3	15	<div><div>59%</div></div>	30%	11%	-6	-10	---

13. University policies/programs help employees balance work/life responsibilities.

					<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7914	64%	22%	14%	-3	0	---
Division Unit (Level 2)	3141	66%	21%	14%	-4	+2	---
Parent Unit	369	62%	26%	12%	-12 ↓	-2	---
Sample Report	77	58%	29%	13%	-12 ↓	-6	---
Child Unit 1	42	52%	29%	19%	-18 ↓	-12	---
Child Unit 2	21	62%	29%	10%	-8	-2	---
Child Unit 3	14	71%	29%		+1	+7	---

Well Being

Sample Data Only

81 Total Respondents (Response Rate 79%)

27. My manager is open to flexible work arrangements.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7712	<div><div>76%</div><div>13%</div><div>11%</div></div>	-2	0	-6 ↓
Division Unit (Level 2)	3058	<div><div>76%</div><div>12%</div><div>12%</div></div>	0	0	-6 ↓
Parent Unit	359	<div><div>80%</div><div>10%</div><div>11%</div></div>	+2	+4	-2
Sample Report	76	<div><div>70%</div><div>11%</div><div>20%</div></div>	+3	-6	-12 ↓
Child Unit 1	41	<div><div>80%</div><div>5</div><div>15%</div></div>	+16 ↑	+4	-2
Child Unit 2	20	<div><div>50%</div><div>15%</div><div>35%</div></div>	-18 ↓	-26 ↓	-32 ↓
Child Unit 3	15	<div><div>67%</div><div>20%</div><div>13%</div></div>	---	-9	-15 ↓

37. I do not feel stressed by my work responsibilities.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	8006	<div><div>48%</div><div>20%</div><div>32%</div></div>	-1	0	---
Division Unit (Level 2)	3186	<div><div>48%</div><div>20%</div><div>32%</div></div>	-1	0	---
Parent Unit	377	<div><div>45%</div><div>16%</div><div>39%</div></div>	-3	-3	---
Sample Report	79	<div><div>41%</div><div>13%</div><div>47%</div></div>	-10 ↓	-7	---
Child Unit 1	43	<div><div>37%</div><div>14%</div><div>49%</div></div>	-8	-11	---
Child Unit 2	21	<div><div>43%</div><div>14%</div><div>43%</div></div>	-17 ↓	-5	---
Child Unit 3	15	<div><div>47%</div><div>7</div><div>47%</div></div>	-13	-1	---

Well Being

Sample Data Only

81 Total Respondents (Response Rate 79%)

51a. Aware of Yale's commitments to sustainability in: Food.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	6661	68% 21% 11%	-4	0	---
Division Unit (Level 2)	2524	62% 25% 12%	-6 ↓	-6 ↓	---
Parent Unit	293	62% 26% 12%	-6 ↓	-6 ↓	---
Sample Report	63	65% 25% 10%	-2	-3	---
Child Unit 1	38	66% 24% 11%	+1	-2	---
Child Unit 2	17	59% 29% 12%	-13	-9	---
Child Unit 3	---	Insufficient Data	---	---	---

51b. Aware of Yale's commitments to sustainability in: Buildings.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7013	71% 18% 10%	-3	0	---
Division Unit (Level 2)	2661	66% 22% 12%	-3	-5 ↓	---
Parent Unit	302	64% 24% 13%	-6 ↓	-7 ↓	---
Sample Report	64	66% 20% 14%	-6	-5	---
Child Unit 1	38	74% 13% 13%	-1	+3	---
Child Unit 2	18	44% 33% 22%	-28 ↓	-27 ↓	---
Child Unit 3	---	Insufficient Data	---	---	---

Well Being

Sample Data Only

81 Total Respondents (Response Rate 79%)

51c. Aware of Yale's commitments to sustainability in: Waste Management.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	6853	<div><div>68%</div><div>21%</div><div>12%</div></div>	-6 ↓	0	---
Division Unit (Level 2)	2623	<div><div>64%</div><div>23%</div><div>13%</div></div>	-6 ↓	-4	---
Parent Unit	296	<div><div>62%</div><div>24%</div><div>15%</div></div>	-9 ↓	-6 ↓	---
Sample Report	60	<div><div>67%</div><div>18%</div><div>15%</div></div>	0	-1	---
Child Unit 1	36	<div><div>72%</div><div>14%</div><div>14%</div></div>	+10	+4	---
Child Unit 2	16	<div><div>56%</div><div>31%</div><div>13%</div></div>	-15 ↓	-12	---
Child Unit 3	---	Insufficient Data	---	---	---

51d. Aware of Yale's commitments to sustainability in: Transportation.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	6951	<div><div>71%</div><div>19%</div><div>10%</div></div>	-4	0	---
Division Unit (Level 2)	2684	<div><div>69%</div><div>21%</div><div>10%</div></div>	-4	-2	---
Parent Unit	310	<div><div>67%</div><div>20%</div><div>12%</div></div>	-8 ↓	-4	---
Sample Report	62	<div><div>69%</div><div>18%</div><div>13%</div></div>	-2	-2	---
Child Unit 1	38	<div><div>76%</div><div>13%</div><div>11%</div></div>	+5	+5	---
Child Unit 2	16	<div><div>50%</div><div>31%</div><div>19%</div></div>	-26 ↓	-21 ↓	---
Child Unit 3	---	Insufficient Data	---	---	---

Well Being

Sample Data Only

81 Total Respondents (Response Rate 79%)

51e. Aware of Yale's commitments to sustainability in: Procurement/Financing.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	6353	<div><div>59%</div><div>27%</div><div>14%</div></div>	-6 ↓	0	---
Division Unit (Level 2)	2433	<div><div>59%</div><div>28%</div><div>13%</div></div>	-6 ↓	0	---
Parent Unit	284	<div><div>58%</div><div>29%</div><div>13%</div></div>	-8 ↓	-1	---
Sample Report	56	<div><div>61%</div><div>23%</div><div>16%</div></div>	-2	+2	---
Child Unit 1	33	<div><div>67%</div><div>18%</div><div>15%</div></div>	+7	+8	---
Child Unit 2	16	<div><div>50%</div><div>31%</div><div>19%</div></div>	-23 ↓	-9	---
Child Unit 3	---	Insufficient Data	---	---	---

52a. Aware of Yale's commitment to well-being in: Tobacco Free Yale Assistance.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7252	<div><div>87%</div><div>9</div></div>	+3	0	---
Division Unit (Level 2)	2853	<div><div>87%</div><div>10%</div><div>4</div></div>	+1	0	---
Parent Unit	319	<div><div>88%</div><div>8</div></div>	+2	+1	---
Sample Report	64	<div><div>84%</div><div>13%</div></div>	-1	-3	---
Child Unit 1	34	<div><div>91%</div><div>6</div></div>	+8	+4	---
Child Unit 2	19	<div><div>84%</div><div>11%</div><div>5</div></div>	-5	-3	---
Child Unit 3	11	<div><div>64%</div><div>36%</div></div>	---	-23 ↓	---

Well Being

Sample Data Only

81 Total Respondents (Response Rate 79%)

52b. Aware of Yale's commitment to well-being in: Virtual physical activity challenges.

	Responses			2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	6889	<div><div>73%</div><div>17%</div><div>11%</div></div>		+2	0	---
Division Unit (Level 2)	2683	<div><div>72%</div><div>17%</div><div>11%</div></div>		0	-1	---
Parent Unit	307	<div><div>69%</div><div>22%</div><div>9%</div></div>		-7 ↓	-4	---
Sample Report	61	<div><div>62%</div><div>33%</div><div>5%</div></div>		-15 ↓	-11 ↓	---
Child Unit 1	33	<div><div>64%</div><div>27%</div><div>9%</div></div>		-14	-9	---
Child Unit 2	18	<div><div>67%</div><div>33%</div><div></div></div>		-16 ↓	-6	---
Child Unit 3	10	<div><div>50%</div><div>50%</div><div></div></div>		---	-23 ↓	---

52c. Aware of Yale's commitment to well-being in: Weight management offerings.

				2017 Trend	Diff to Yale Overall	Mercer Sirota Norm
Yale Overall	7141	<div><div>76%</div><div>15%</div><div>8%</div></div>		+4	0	---
Division Unit (Level 2)	2812	<div><div>77%</div><div>14%</div><div>8%</div></div>		+2	+1	---
Parent Unit	320	<div><div>77%</div><div>15%</div><div>8%</div></div>		+4	+1	---
Sample Report	66	<div><div>65%</div><div>27%</div><div>8%</div></div>		-8	-11 ↓	---
Child Unit 1	34	<div><div>65%</div><div>24%</div><div>12%</div></div>		-4	-11	---
Child Unit 2	21	<div><div>71%</div><div>29%</div><div></div></div>		-12	-5	---
Child Unit 3	11	<div><div>55%</div><div>36%</div><div>9%</div></div>		---	-21 ↓	---

Well Being

Sample Data Only

81 Total Respondents (Response Rate 79%)

52d. Aware of Yale's commitment to well-being: Stress management.

	<u>Responses</u>		<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7165	<div><div>66%</div><div>20%</div><div>14%</div></div>	+1	0	---
Division Unit (Level 2)	2796	<div><div>68%</div><div>19%</div><div>13%</div></div>	+3	+2	---
Parent Unit	329	<div><div>65%</div><div>21%</div><div>14%</div></div>	+3	-1	---
Sample Report	69	<div><div>67%</div><div>25%</div><div>9</div></div>	+9	+1	---
Child Unit 1	37	<div><div>65%</div><div>22%</div><div>14%</div></div>	+18 ↑	-1	---
Child Unit 2	20	<div><div>70%</div><div>30%</div></div>	-9	+4	---
Child Unit 3	12	<div><div>67%</div><div>25%</div><div>8</div></div>	---	+1	---

52e. Aware of Yale's commitment to well-being in: Meditation programs.

			<u>2017 Trend</u>	<u>Diff to Yale Overall</u>	<u>Mercer Sirota Norm</u>
Yale Overall	7010	<div><div>67%</div><div>20%</div><div>13%</div></div>	+1	0	---
Division Unit (Level 2)	2730	<div><div>69%</div><div>19%</div><div>12%</div></div>	+3	+2	---
Parent Unit	311	<div><div>63%</div><div>23%</div><div>13%</div></div>	+1	-4	---
Sample Report	64	<div><div>66%</div><div>23%</div><div>11%</div></div>	+4	-1	---
Child Unit 1	35	<div><div>66%</div><div>17%</div><div>17%</div></div>	+12	-1	---
Child Unit 2	19	<div><div>74%</div><div>26%</div></div>	-9	+7	---
Child Unit 3	10	<div><div>50%</div><div>40%</div><div>10%</div></div>	---	-17 ↓	---

Sample Data Only

81 Total Respondents (Response Rate 79%)

(I am treated fairly at Yale University.) In what area(s) is your concern:

Age

Gender

Disability

Ethnic Background

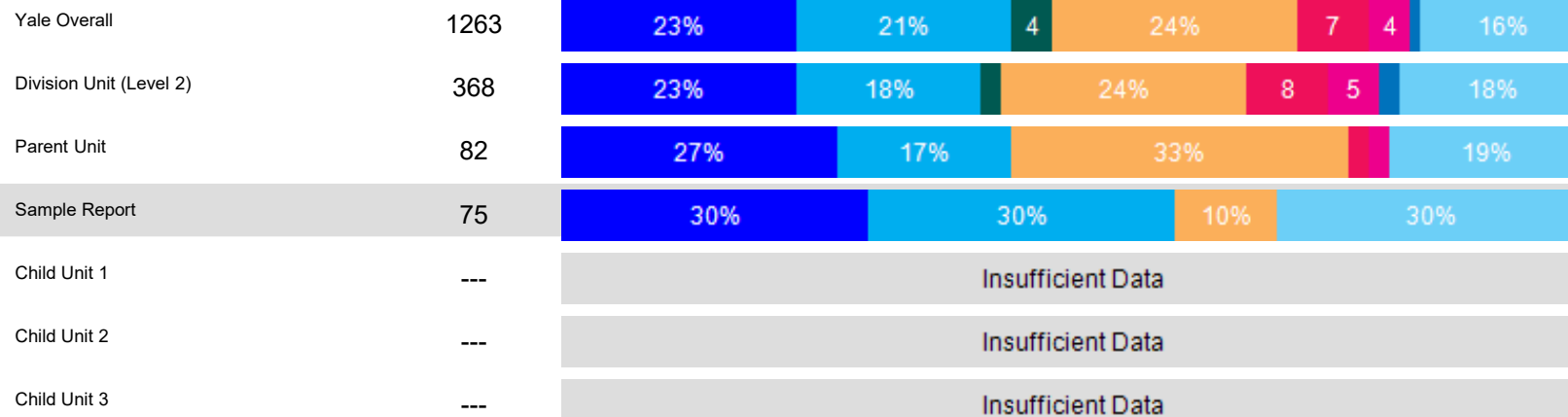
Race

Religion

Sexual Orientation

Veteran Status

Responses



Sample Data Only

81 Total Respondents (Response Rate 79%)

Years of Service

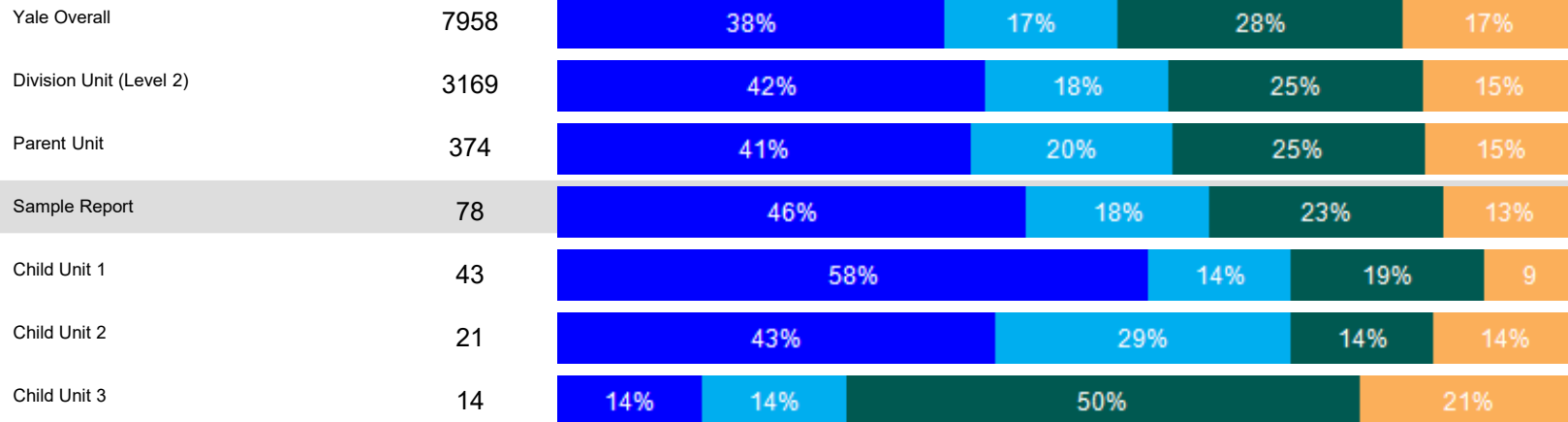
0 5 years

6 10 years

11 20 years

21+ years

Responses



Sample Data Only

81 Total Respondents (Response Rate 79%)

Location

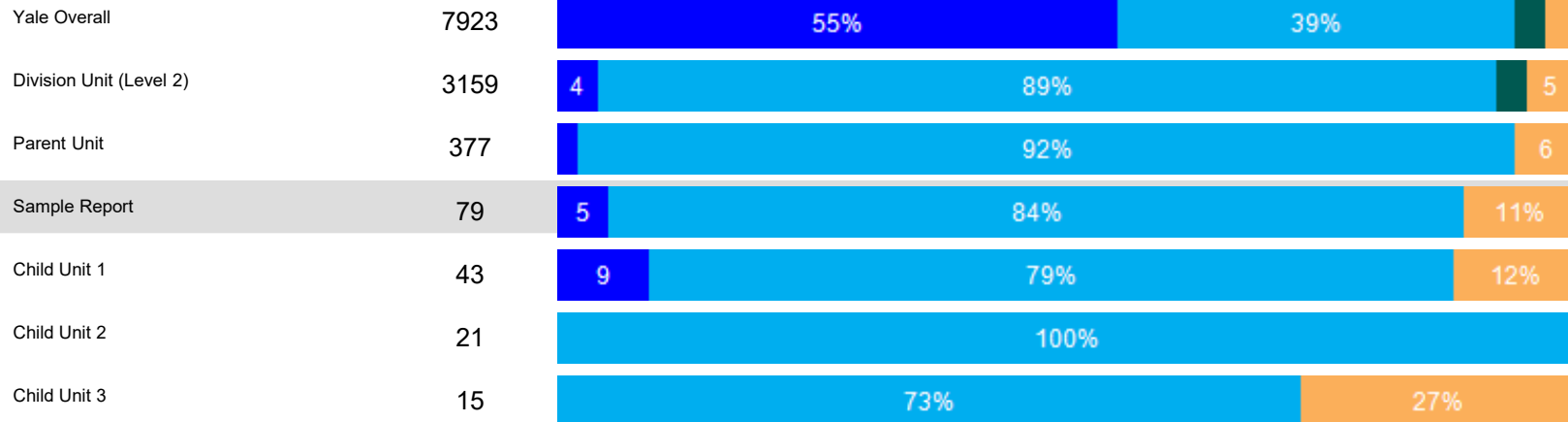
Central

Medical

West Campus

Off Campus (e.g. Veterans Administration)

Responses



Sample Data Only

81 Total Respondents (Response Rate 79%)

Race

Black

White Non Hispanic

Latino / Hispanic

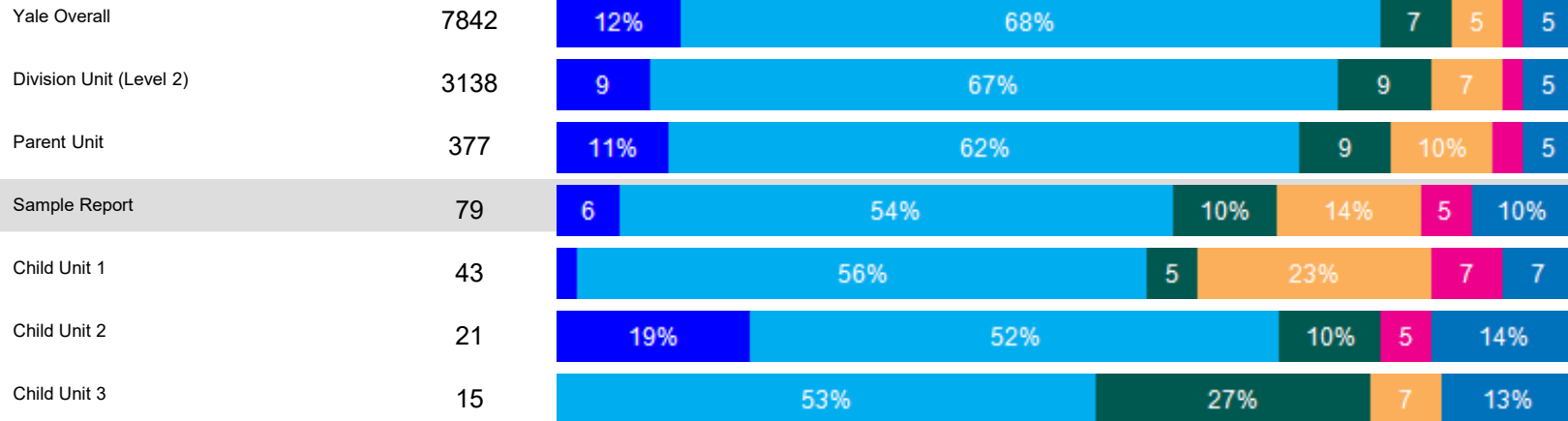
Asian

Native American / Pacific
Islander

Bi Racial / Multi Racial

Other

Responses



Sample Data Only

81 Total Respondents (Response Rate 79%)

Gender

Female

Male

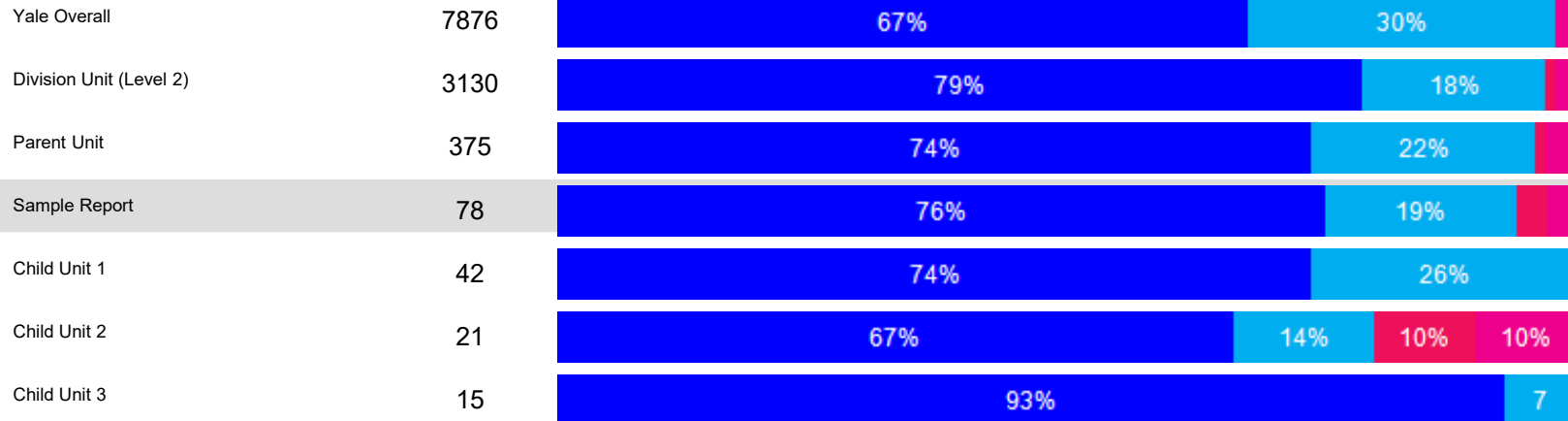
Transgender

Non Binary

Other

Prefer not to say

Responses



Sample Data Only

81 Total Respondents (Response Rate 79%)

Sexual Orientation

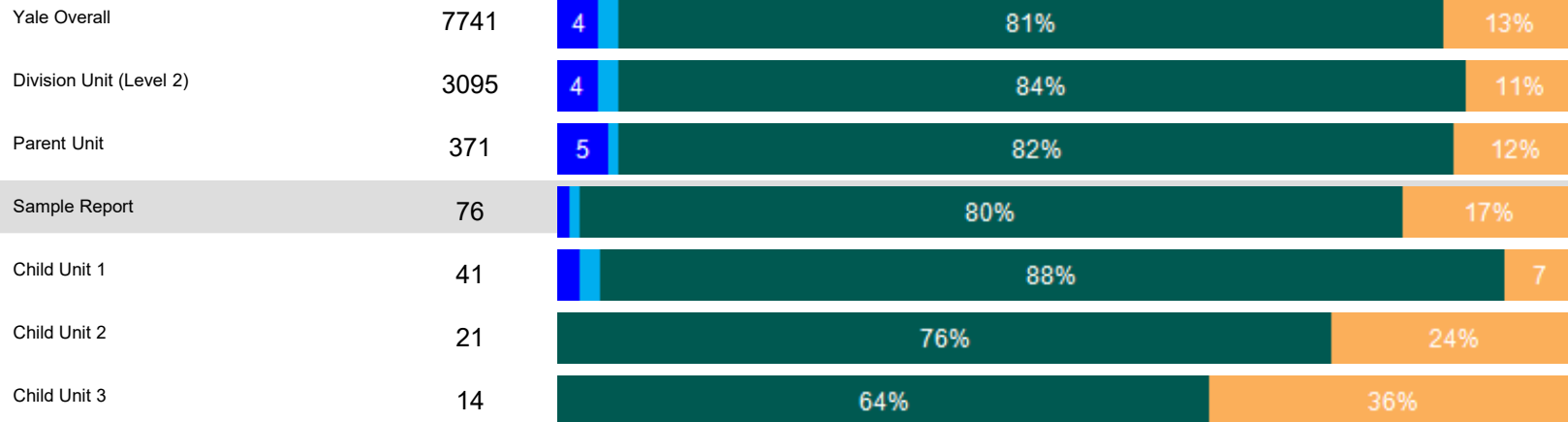
Gay / Lesbian

Bisexual

Heterosexual

Rather not say

Responses



Sample Data Only

81 Total Respondents (Response Rate 79%)

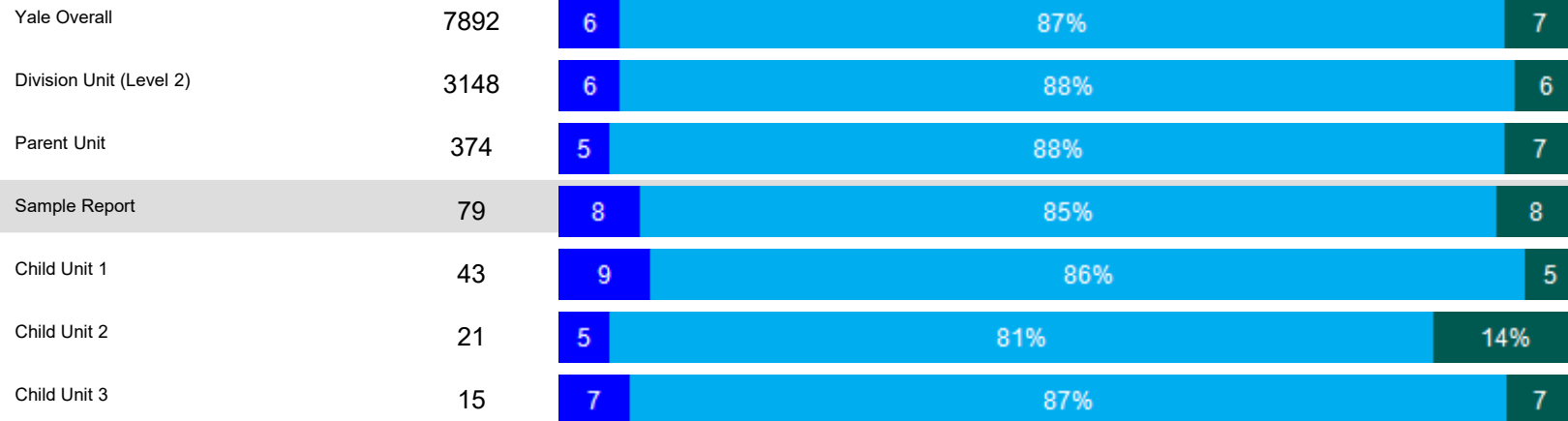
Do you consider yourself to have an apparent or non apparent disability?

Yes

No

Rather not say

Responses



Sample Data Only

81 Total Respondents (Response Rate 79%)

Job Category

M & P

C & T

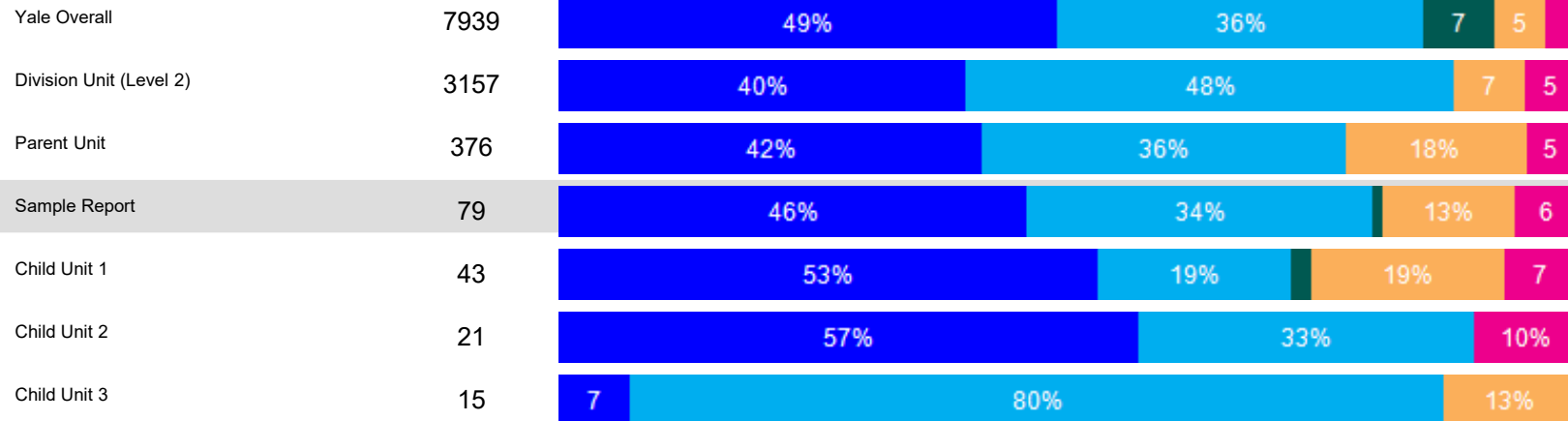
S & M

Faculty

Unclassified (e.g., Vice President)

Other

Responses



Sample Data Only

81 Total Respondents (Response Rate 79%)

Supervision

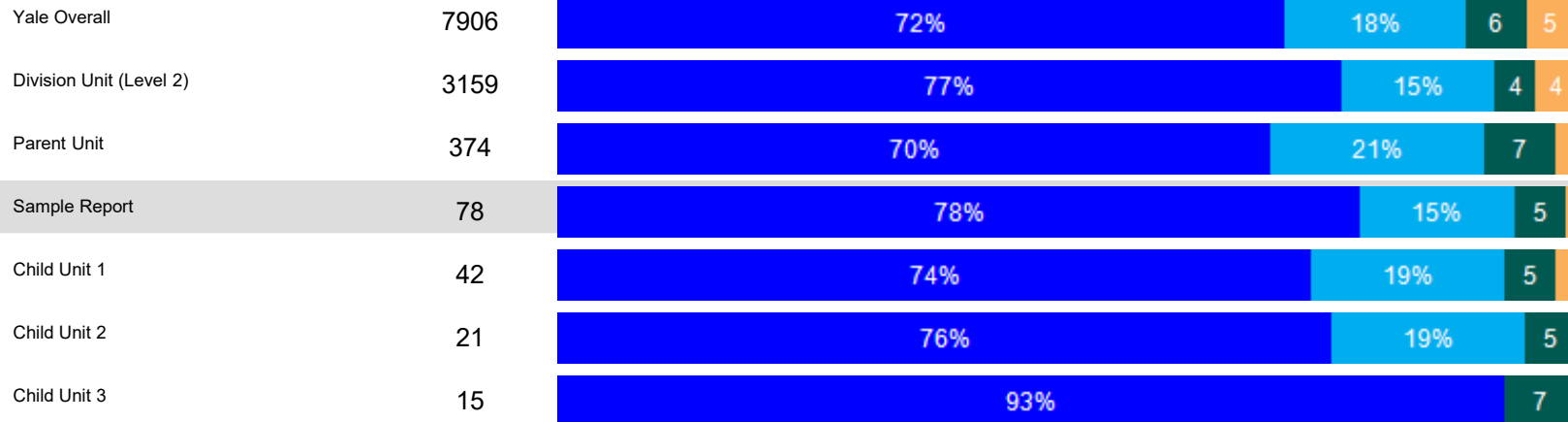
I do not supervise
employees

I directly supervise 5 or
fewer employees

I directly supervise between
6 10 employees

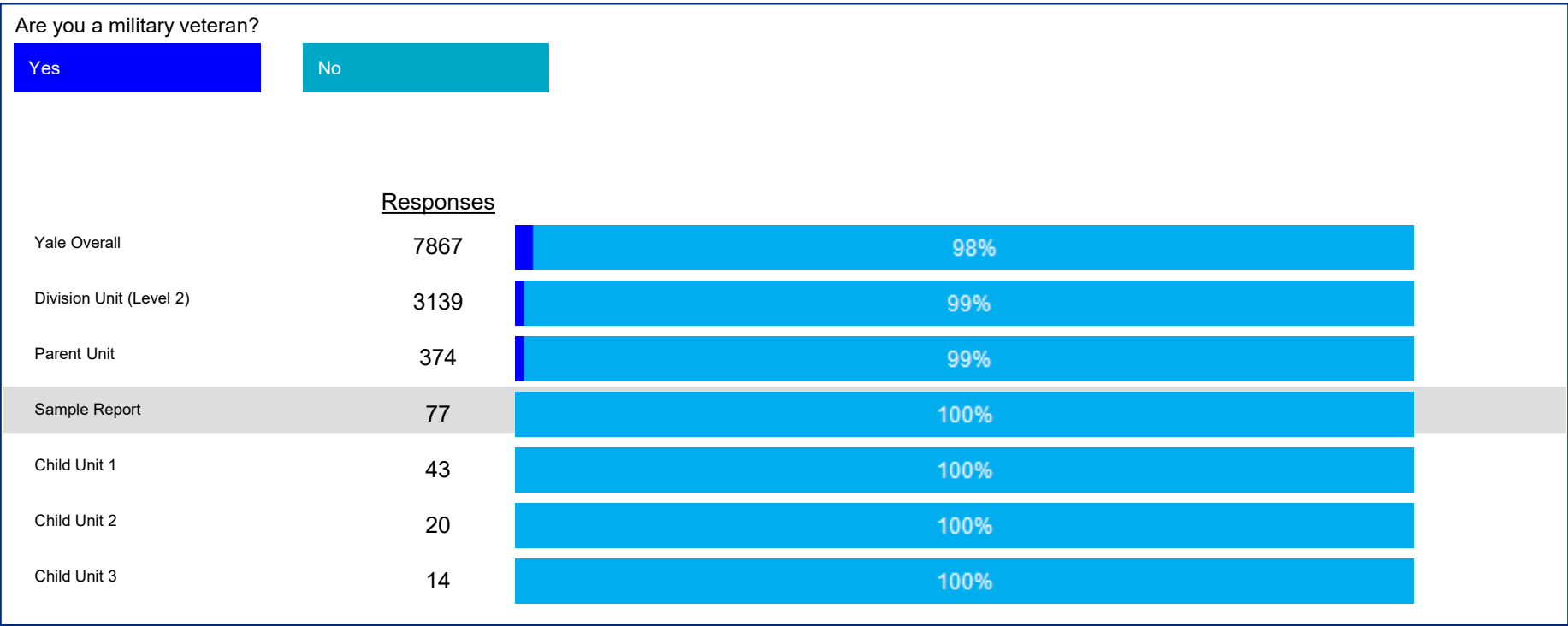
I directly supervise more
than 10 employees

Responses



Sample Data Only

81 Total Respondents (Response Rate 79%)



Sample Data Only

81 Total Respondents (Response Rate 79%)

Age

Under 18 years old

18 25 years old

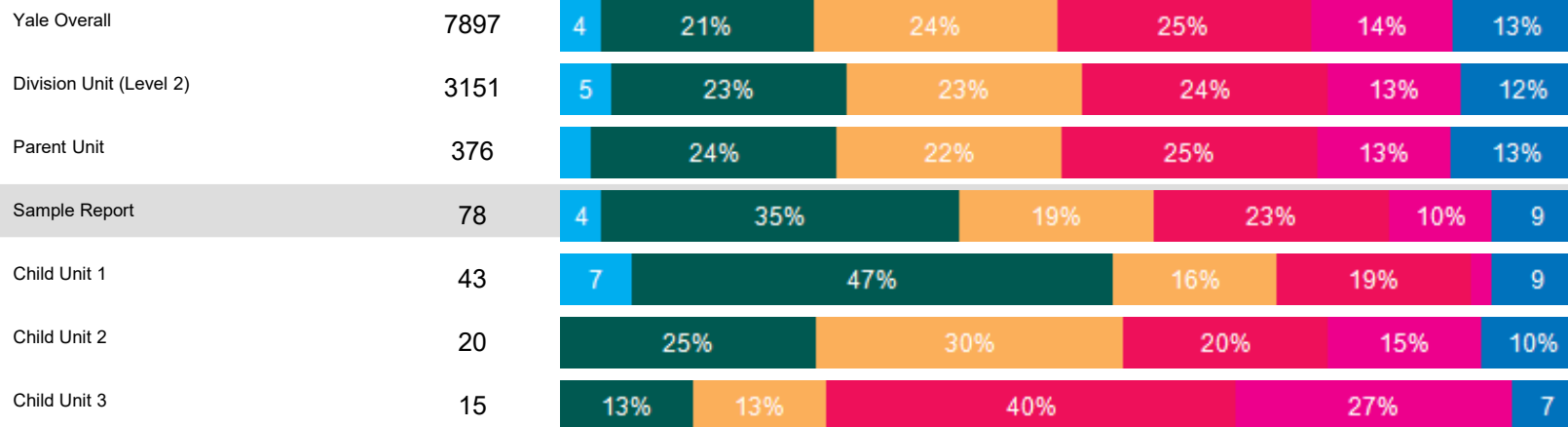
26 35 years old

36 45 years old

46 55 years old

56 60 years old

61 years and older

Responses



PAGE SEPARATOR

COMMENT REPORT INSTRUCTIONS

This report includes the comments provided by those employees who report into this unit.

The 2019 Yale Workplace Survey included five open ended items.

make Yale a better place to work? and 54. What is Yale University doing well that is contributing to making Yale a high performing and/or a great place to work?

What should Yale do differently?

place to work?

The first column (A) contains the item text

The second column (B) contains the response to the item.

The remaining columns (C - Q) list the categories that the comment applies to.

What is Yale doing well?

and/or a great place to work?

The first column (A) contains the item text

The second column (B) contains the response to the item.

The remaining columns (C - Q) list the categories that the comment applies to.

I feel like I do not belong

This tab contains the comments for Item 6a: Please explain why you do not feel like you belong:

The first column (A) contains the item text

The second column (B) contains the response to the item.

Treated with respect_Peers

This tab contains the comments for Item 38c: (I am treated with respect by: My Peers) Please explain:

The first column (A) contains the item text

The second column (B) contains the response to the item.

Treated with respect_Manager

This tab contains the comments for Item 38d: (I am treated with respect by: My Manager) Please explain:

The first column (A) contains the item text

The second column (B) contains the response to the item.

Greater sense of belonging

This tab contains the comments for Item 55: What is one change that would give you a greater sense of belonging at Yale?

The first column (A) contains the item text

The second column (B) contains the response to the item.

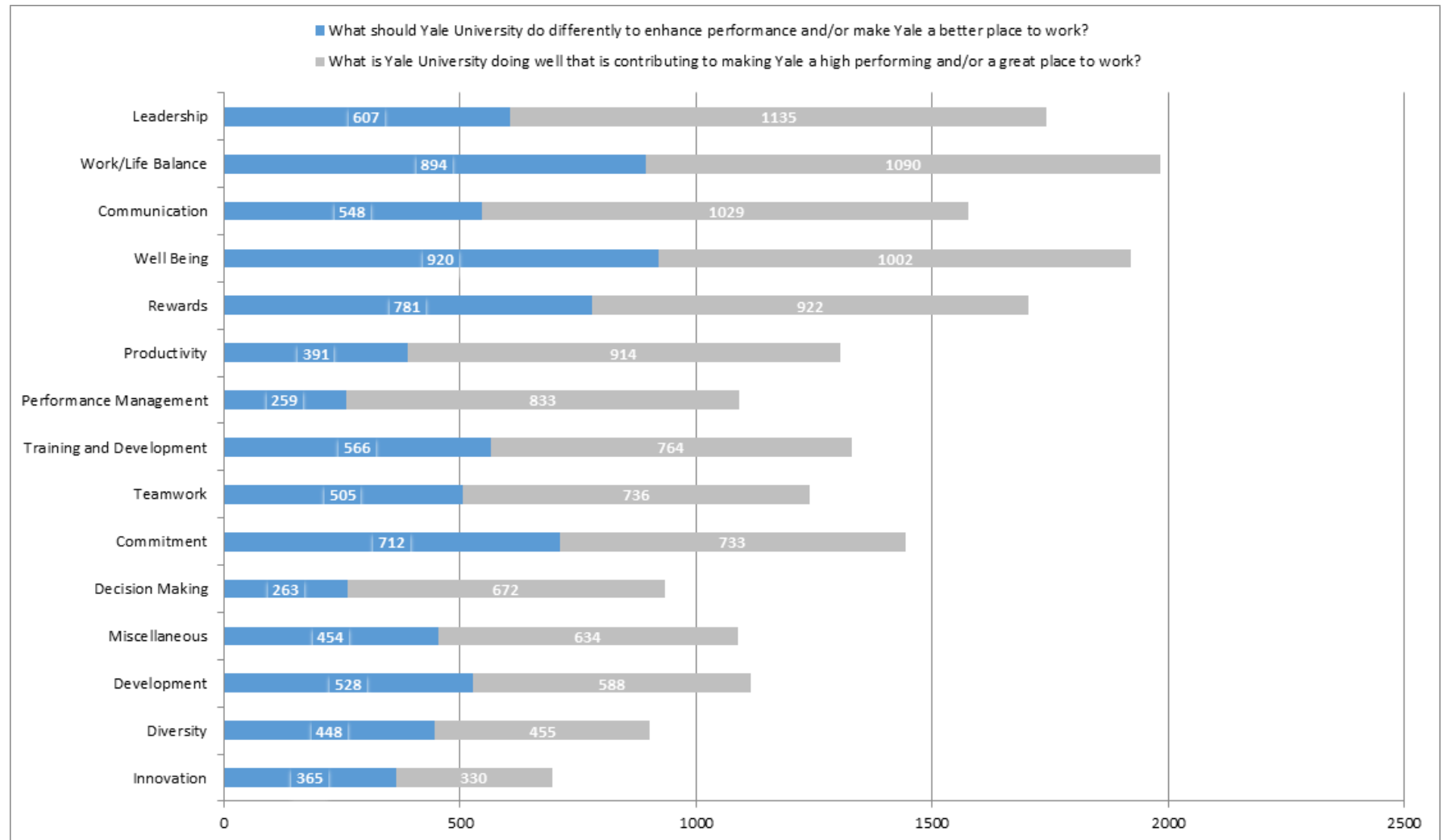
Comment Summary Chart

This tab provides a graphical illustration of how many responses in Items 53 and 54 applied to a list of potential topics.

place to work?

performing and/or a great place to work?

Comment Summary Chart – Sample Data



LAST PAGE OF SECTION

Section 4

2019 Action Planning Tools, Resources & Sample Action PlanSection 4 (pages 197-227)

- Post Survey Activity Checklist for Dept. Leaders
- Guidelines for Data Interpretations
- Observation Worksheets: **SUCSESSES**
- Observation Worksheets: **CHALLENGES**
- Dimension (12) Overview with Recommended Practices
- List of Clarifying Questions by Dimension (12)
- Sample Department Action Plan

Yale Workplace Survey: Post-Survey Activity Checklist for Engaged Leaders

- Step 1:** ☐ Review the overall Yale Workplace Survey results.
- Step 2:** ☐ Incorporate action plans into any strategic plans or initiatives that exist or are complementary to work indicated by your survey results.
- ☐ Send action plans to your immediate supervisor so s/he can make sure that the subunit action plans sum to a meaningful and "do-able" whole.
- ☐ Assign responsibility for further planning and implementation of plans to staff within your unit; seek to create a cross-functional team.
- ☐ Select someone or a pair of staff to be the "survey guides/champions" during the next two years. Their role is to make sure that the survey results and action plans are used. They should implement the communication plan.
- ☐ Roll out survey results and action plans through interactive sessions with ALL of the staff in your unit(s).
- Step 3:** ☐ Record action plans using the Action Tracker tool designed by Mercer | Sirota. This will allow for a "bank" of action plans for the WPS Administration team to draw on.
- Step 4:** ☐ TAKE ACTION! IMPLEMENT ACTION PLANS!
- Step 5:** ☐ Conduct a six-month check in meeting and send out updates to all staff via appropriate communication vehicles for your department.
- Step 6:** ☐ Routinely revisit the action plans, measure progress, and develop new plans if warranted. Communicate activities to all staff.
- Step 7:** ☐ In the fall of 2021, participate in next workplace survey rollout. Measure progress! Celebrate success!

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DATA INTERPRETATION GUIDELINES

The following pages will become your data reference.

A few notes to help you understand what we've included:

- The data are organized in topic areas.

As you review the data, keep in mind the general analysis guidelines included in the earlier presentation.

Strengths

- 75% or more favorable scores and unfavorable scores of less than 20%
- % favorable score of 5 percentage points or more above Yale Overall

Moderate

- 75% to 50% favorable scores and unfavorable scores of less than 20%
- % favorable score of 5 percentage points or more above Yale Overall

Opportunities for improvement

- Less than 50% favorable scores
- 25% or more unfavorable scores
- % favorable score of 5 percentage points or more below Yale Overall

Other (Areas for further exploration)

- “Bi-modal” distributions are where responses are mostly either favorable or unfavorable, with few neutrals (e.g. 40% favorable, 20% neutral, 40% unfavorable). These items are interesting because most respondents feel either strongly positive or strongly negative, with very little middle ground.
- Items with large neutral scores indicate that respondents either are uncertain about how they feel regarding the item or do not feel strongly either way.

As you work through the data, it may be helpful to think about the following process:

1. Your initial review of the data should produce a set of interesting issues and observations — strengths, weaknesses, questions, trends (or the absence of trends), patterns, etc.
2. The next step is to think about *why* these findings are as they are. Perhaps the finding(s) or trend/pattern can be explained by looking at the demographic makeup of the department/unit — years of service, or job category. Maybe there's something in the history of the department/unit that helps to explain the results.

The outcome:

- Familiar with the data for this department/unit
- See where your Department/Unit is significantly different to Yale Overall **OR** your Division
- Begin to see which themes, key messages should be pulled out in the overall story
- Develop action steps

PAGE SEPARATOR

YOUR OBSERVATIONS WORKSHEET - SUCCESSES

While you are conducting your analysis, we recommend you and your team use the following template to capture your thinking about the key successes experienced by this Department and potential actions:

Key Areas of Analysis	SUCCESSES for this Department	Possible Actions	Challenges to Implementation
Commitment			
Communication			
Decision Making			
Development			
Diversity			
Innovation			
Leadership			
Performance Mgt			
Productivity			
Rewards			
Teamwork			
Well Being			

PAGE SEPARATOR

YOUR OBSERVATIONS WORKSHEET - CHALLENGES

While you are conducting your analysis, we recommend you and your team use the following template to capture your thinking about the key issues/challenges faced by this Department and potential actions which may be required:

Key Areas of Analysis	Issues for this Department	Possible Actions	Challenges to Implementation
Commitment			
Communication			
Decision Making			
Development			
Diversity			
Innovation			
Leadership			
Performance Mgt			
Productivity			
Rewards			
Teamwork			
Well Being			

PAGE SEPARATOR

COMMITMENT

This dimension measures people's sense of inclusion in the Yale community. It also measures employees' commitment, and drive, to do their best work.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Commitment (four questions)

1. Taking everything into account, I am satisfied with Yale University as a place to work.
2. I am proud to work for Yale University.
3. I would recommend Yale University to others as a great place to work.
4. I am not seriously considering leaving Yale University.

Recommended Practices

- Create job rotations for staff
- Allow staff an opportunity to lead department initiatives
- Encourage staff to lead staff meetings
- Volunteer staff for cross-functional team development opportunities
- Discuss with staff their interest and create opportunities for exposure
- Discuss with staff why Yale is a great place to work
- Encourage staff to sign up for Yale speakers, events, and related event information (yale.edu/subscribe)
- Discuss with staff why they may not consider Yale as a great place to work
- Empower staff to contribute to creating a positive organizational culture
- Create a mentorship program for new staff
- Develop a system for recognizing staff accomplishments
- Review any exit interview data and implement any necessary changes
- Encourage staff to make departmental recommendations for change
- Encourage process improvement initiatives to all staff, regardless of job category
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

COMMUNICATION

This dimension measures the confidence level employees have with communication's they receive from the University and departmental leadership. In addition, it measures the correlation between employee satisfaction including communication, confidence in leadership, and trust.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Communication (three questions)

1. Yale University's mission and core values are clear.
2. Yale University does an excellent job of keeping employees informed about matters affecting us.
3. I trust the communications I receive from:
 - Yale University
 - My manager

Recommended Practices

- Encourage feedback and/or discussion about information received via Yale news and other sources.
- Share department, division and University goals
- Do an annual redistribution of key policies and program information
- Discuss how mission is related to each person's work
- Schedule time during your next staff meeting to review the University's mission and goals
- Encourage staff to attend events held by University leaders, e.g. open houses, service award ceremonies, town hall meetings, etc.
- Circulate, as appropriate, e-mails from senior leaders
- Ensure that all staff has access to a computer and online information
- Invite University leaders to speak to staff directly about University initiatives
- Encourage staff to sign up for Yale speakers, events, and related event information (yale.edu/subscribe)
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

DECISION MAKING

This dimension looks at employees with regards to how decisions are made and their level of decision-making ability.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Decision Making (three questions)

1. Decisions in my unit are not unreasonably delayed while awaiting approval from:
 - a. Higher levels of management
 - b. Other units
 - c. My manager
 - d. Peers
2. I have a clear understanding of my decision-making authority.
3. I have the appropriate amount of decision-making authority for my level/position.

Recommended Practices

- Empower staff more decision-making latitude; start small and move up in size of decision
- Work to develop a sense of trust in the department through communicating tolerance of mistakes
- Teach your staff what ideas and parameters you use to make decisions
- Support don't override decisions
- Reward decision making
- Coach more
- Give praise publicly, generously, and often
- Ensure employees are trained and, when appropriate, give stretch goals
- For common decisions, establish universal criteria
- Keep the end result in mind
- Review the good and the bad decisions to learn from both
- Improve communication within/between departments to define roles and responsibilities
- Empower groups or individual employees to make decisions so they feel ownership
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

DEVELOPMENT

This dimension of staff learning and development opportunities and career advancement, measures employees' views of whether developmental opportunities exist, if learning and development plans are in place and the manager's role in supporting and providing opportunities to grow one's career.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Development (four questions)

1. My manager has had a meaningful discussion with me about my professional development in the last 12 months.
2. My manager encourages me to take advantage of learning and development opportunities available to me
3. If I perform well, I have the same opportunity to advance my career as peers/colleagues in similar roles.
4. I feel that I have the opportunity for professional growth at Yale University.

Recommended Practices

- Implement Individual Development Plans
- Set up a job rotation plan
- Cross-train staff in as many functions as possible within the unit
- Conduct career counseling sessions with staff or provide access to a career coach
- Promote based on talent and potential, not necessarily experience
- Provide feedback to employees who were not selected to fill a position and create a development plan to help them prepare for their next opportunity
- Encourage staff to have a career plan and apply for jobs at Yale
- Circulate job openings in your unit to all employees
- Create development plans for each staff person that is synched to the employee's performance plan based on knowledge and skills needed for current job and development
- Encourage people to take opportunities that enhance their workplace skills
- Create a learning culture
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

DIVERSITY

This dimension of work culture investigates fair treatment of individuals, processes for managing issues and concerns, attracting, retaining and promoting people from diverse backgrounds.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Diversity (seven questions)

1. Yale University has an inclusive work environment where staff diversity at all levels is valued and encouraged.
2. Employees are treated with respect at Yale University regardless of their position
3. In my unit offensive behavior (*sexual harassment, discrimination, insensitive remarks, etc.*) is not tolerated.
4. My manager values the diverse perspectives and ideas that come from staff members from different cultures and life experiences.
5. I am treated fairly without regard to my age, race/ethnic background, religion, gender, disability, sexual orientation or veteran status.
 - a) In what area(s) is your concern: age, race/ethnic background, religion, gender, disability, sexual orientation or veteran status.
6. NEW! I am treated with respect by:
 - a) my peers
 - b) my manager
7. NEW! I feel like I belong at Yale University

Recommended Practices

- Require all staff to attend diversity training, including refresher courses
- Make diversity skills a required competency in your performance management system
- Circulate job openings in your unit to all employees
- Host or co-sponsor educational events with Affinity Groups
- Encourage staff to join a University Affinity group and/or participate in events and workshops
- Welcome new employees by introducing them to all staff members in their unit, pairing them with a mentor in their unit, having a welcome lunch
- Establish norm that we can be open about diversity by holding forums, discussing diversity issues at staff meetings
- More proactive recruitment plan to broaden the pool of applicants by advertising in a wide array of media (newspapers, TV, fliers, posters in various locations where minorities might focus)
- Schedule regular activities to celebrate cultural differences
- Do an annual redistribution of key policies and program information
- Develop staff to create an environment where staff feels comfortable in their jobs
- Encourage staff to explore resources through the Yale Office of Diversity and Inclusion
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader

- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

INNOVATION

This dimension of work culture measures employees' views of how their work contributes to the overall goals of Yale, whether they have any say in how the work gets done, and whether they are encouraged to improve and/or change processes.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Innovation (four questions)

1. In my unit, we are constantly looking for new & better ways of getting work done.
2. In my unit, differing opinions are invited and thoughtfully considered in reaching the best possible decision.
3. I am encouraged to make suggestions on how my unit might be improved.
4. In my unit, I can change the way work is done to improve the process.

Recommended Practices

- Encourage groups to act, take risk, without fear of failure
- Ask employees for suggestions and make sure that all suggestions are responded to, even if the answer is "not viable right now"
- Challenge everyone to improve one work process every six months; give clear financial and other parameters for choosing what to change
- Celebrate improvements
- Have an open-door policy
- Establish a "No Meeting Day" in an effort to foster creative thinking
- Implement cross-training
- Introduce technology and train everyone on its use
- Build trust among peers— (model trust publicly), take a risk
- Increase expectations at all levels in your organization—down to all levels—support risk-taking and model behavior
- Create a suggestion box and encourage staff to submit ideas to change, grow, enhance department, and enhance Yale
- Reward risk-taking (praise, a blurb in a newsletter, etc.)
- Encourage process improvement initiatives to all staff, regardless of job dimension
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

LEADERSHIP

This dimension looks at how Yale employees view University and departmental leadership. In addition, it measures the correlation between employee satisfaction, confidence in leadership and being treated with respect

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey questions for Leadership (nine questions)

1. I feel confident that Yale University has a clear plan to ensure long term success of the University.
2. I feel union-management relations are changing for the better in:
 - a. Yale University
 - b. My Unit
3. Workplace policies are administered fairly and consistently at Yale University.
4. I have confidence in the decisions made by the senior leadership of the University.
5. Yale University is changing for the better.
6. The overall morale in my unit is high.
7. My manager establishes priorities well.
8. My manager leads by example and is a positive role model.
9. NEW! I feel that Yale is achieving its mission to improve the world today and for future generations

Recommended Practices

- Share department, division and University goals
- Do an annual redistribution of key policies and program information?
- As a group, talk about words with negative connotations in relation to the union/mgt relationship; develop new, positive language
- Schedule time during your next staff meeting to review the University's mission and goals
- Encourage staff to attend events held by University leaders, e.g. open houses, service award ceremonies, town hall meetings, etc.
- Circulate, as appropriate, e-mails from senior leaders
- Ensure that all staff has access to a computer and online information
- Ask employees for suggestions and make sure that all suggestions are responded to, even if the answer is "not viable right now"
- Periodically check in with your staff about how they are being treated within the organization
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

PERFORMANCE MANAGEMENT

This dimension looks at whether staff feels they have effective and meaningful performance discussions with their supervisor, receive feedback on an ongoing basis and establish annual performance goals.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Performance Management (five questions)

1. During the past year, my manager provided me with a thoughtful performance review.
2. I have clear performance goals and I know what my manager expects of me.
3. My manager motivates and encourages me to give my best.
4. My manager provides sufficient informal feedback on how I am doing my job.
5. My manager recognizes employees for high quality performance

Recommended Activities

- Introduce a performance management system into your unit.
- Have regular check-ins for projects to ensure employees are meeting required deadlines; discuss any snags they are encountering as well as ideas to get back on track
- Be clear in delegation of tasks (who, what, when)
- Have an open-door policy
- Create praise files
- Share staff accomplishments at staff meetings
- Seek ways to provide staff leadership opportunities
- Train managers on how to provide feedback, perform evaluations
- Train staff on how to receive feedback
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

PRODUCTIVITY

This dimension looks at whether staff feel they have the physical space, and other resources to get their job done in a high-quality way, and in a way that does not cause undue stress. In addition, this dimension looks at whether staff is eliminating bureaucracy and waste.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Productivity (three questions)

1. In my unit, employees pay attention to costs/expenses, and use resources wisely.
2. My unit continuously works to eliminate unnecessary bureaucracy and waste.
3. I have the resources (equipment, budget, etc.) I need to do my job well.

Recommended Practices

- Conduct a work process redesign and determine if staff and tools are properly allocated
- Routinely review staffing levels
- Use interns from local colleges and universities
- Consider flex arrangements and job sharing
- Institute recycling and green initiatives in the department (sustainability.yale.edu)
- Send staff to training on a regular basis; invest in people so that Yale as a whole improves
- Buy equipment and tools that are efficient and up-to-date
- Create development plans for each staff person that is synched to the employee's performance plan based on knowledge and skills needed for current job and development
- Create goal charts and descriptions of the unit's current and future projects
- Catalog skills at fundamental, advanced, and expert levels and inventory people in the organization
- Identify experts in your unit
- Conduct a shared skill level analysis
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

REWARDS

This dimension looks at how competitive the staff sees Yale's benefits and compensation as compared with other organizations.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Rewards (two questions)

1. Compared to other organization with which you are familiar, please rate the following programs of the University:
 - a. Pay
 - b. Medical/Dental benefits
 - c. Paid time off
 - d. Retirement benefits
2. Thinking about your Total Rewards Package please rate the following:
 - a. I feel that my Health Insurance benefits are comprehensive and provide great protection in the event of injury or illness.
 - b. I feel that my Paid Time Off benefits are generous and allow adequate time away from my job.
 - c. I feel that my Retirement benefits offer me important future financial security.
 - d. I feel that I am Paid fairly in comparison to my colleagues in comparable roles within the University.

Recommended Practices

- Ensure that every employee has met with a Benefits Counselor
- Encourage employees to review their year-end benefits statement
- For employees considering retirement they should meet with a retirement counselor and attend a Retirement workshop
- To promote work-life balance, routinely encourage staff to utilize PTO
- Invite a representative from Compensation and Classification to an upcoming staff meeting to provide an overview of total compensation and rewards
- Routinely conduct job evaluations of an individual position to ensure it is and continues to be properly classified and graded
- For employees considering a reduced work schedule he/she should meet with a Benefits counselor and HR Generalist to be aware of any impact on Rewards
- Enroll in related classes offered by Benefits.

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

TEAMWORK

This dimension measures respondents' beliefs about teamwork, both within a department and across University departments. Additionally, it examines the ability to handle workplace conflict and the cooperation between Yale and its unions as a component of future success.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Teamwork (three questions)

1. The various units of Yale (schools, departments, etc.) cooperate with one another in the best interest of the entire University
2. Within my unit, there is a high degree of teamwork
3. In my unit, workplace conflicts and disagreements are handled openly and constructively

Recommended Practices

- Make sure all staff members are familiar with the union contracts
- Training on handling workplace conflicts and disagreements.
- Build relationships
- Build trust by communication, understanding, & engagement
- Inform staff of WorkLife resources at Yale, including the Employee Assistance Program (EAP), workshops and related resources. Encourage use of these resources.
- Keep a "milestone's achieved list"
- Hold regular staff meetings
- Develop a mission statement for your department; include staff in the development of the mission statement.
- Hold regular retreats to review strategy and develop a sense of teamwork.
- Participate in a 360-degree feedback by linking feedback to competencies during reviews.
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Resources

- Department leader
- HR Generalist
- Department staff
- Organizational Effectiveness and Staff Development

WELL-BEING

This dimension looks at employees with regards to their own health, wellness, work-life balance, and their environment, along with the various University related programs and services.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2019 Survey Questions for Well-Being (five questions)

1. University policies and programs help employees balance work & personal life responsibilities
2. My manager is open to flexible work arrangements
3. I do not feel stressed by my work responsibilities
4. I am aware of Yale's commitments to sustainability in the following areas:
 - a) Food b) Buildings c) Waste Management, d) Transportation, e) Procurement/Purchasing
5. I am aware of Yale's commitment to health and well-being in the following areas:
 - a) Tobacco Free Yale Assistance Program, b) Yale's virtual physical activity challenges, c) Yale's weight management offerings, d) Yale's commitment to stress management, e) Yale's meditation programs

Recommended Practices

- Inform staff members about the resources, programs and services offered via the WorkLife Program, Office of Sustainability, Being Well at Yale, or the Yale Stress Center
- Coordinate a speaker to address your team at a monthly staff meeting from either the four Offices: Sustainability, Being Well, Yale Stress Center, or Yale WorkLife.
- Build relationships and partnerships with any of the above-mentioned departments/programs
- Engage in annual programs sponsored by the above-mentioned departments by participating yourself and encouraging your staff
- Enroll in classes offered by Being Well, Yale Stress Center and/or Yale WorkLife
- Host a Stress Management workshop for your team, at your department's location led by the Stress Center staff – (Can be coordinated by Being Well or Yale WorkLife)
- Attend or host a Flextime in the Workplace at Yale Workshop through Yale WorkLife
- Promote healthy lifestyles (or "well-being") in your workplace, communicate opportunities, and share success stories and lessons learned
 - Commit to having healthy meal choices at staff meetings and gatherings
 - Encourage Walking-Talking meetings to address health, wellness, & operational needs
 - Support requests flexible work arrangements
- Apply for a Being Well at Yale Department Wellness Scholarship to support a worksite wellness initiative

Resources

- Department leader
- HR Generalist
- Yale WorkLife
- Being Well at Yale
- Office of Sustainability
- Office of Organizational Effectiveness and Staff Development

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List of Clarifying Questions by Dimension Level – WPS 2019

This document is designed to guide your discussions during the Action Planning phase. The questions below can be used to gain a deeper understanding of each of the 12 dimensions. These clarifying questions will stimulate dialogue and create a broader understanding of each dimension.

Dimension	Potential Clarification Questions
Commitment	<ul style="list-style-type: none"> ▪ What about Yale makes it a good place to work? ▪ What about Yale makes it not a good place to work? ▪ If you are considering leaving Yale, what is the reason? ▪ What can your manager do to create an environment of inclusion? ▪ How have others demonstrated organizational commitment?
Communication	<ul style="list-style-type: none"> ▪ What would it take for you to feel like you can trust Yale communications? ▪ Do you feel you receive regular communications from? <ul style="list-style-type: none"> a. Yale Leadership b. Your department leader c. Your manager ▪ How do you like to receive departmental communications? (I.e. e-mail, meetings, etc.)
Decision Making	<ul style="list-style-type: none"> ▪ What are some examples of times you were able to make decisions regarding your work? ▪ What is an example of a risky decision you have made? ▪ Describe your decision making authority and discuss if you believe this level is appropriate? Why? Why not?
Development	<ul style="list-style-type: none"> ▪ How do you inspire yourself? ▪ What can we do as a team to keep each other inspired? ▪ What can leaders of our unit do to help us inspire ourselves? ▪ What training do you need to do your job better? ▪ How comfortable are you asking your supervisor for career advice?
Diversity	<ul style="list-style-type: none"> ▪ How do you define diversity? ▪ How do you know when we are working well as a diverse group? ▪ What do we need to do better in our unit? ▪ What are examples of unfair treatment that you've heard about ▪ What can be done in our unit to ensure fair treatment? ▪ How do you know you are being treated with respect? ▪ How are you held accountable for your work and work behaviors? ▪ What can your manager do to create an environment of inclusion?
Innovation	<ul style="list-style-type: none"> ▪ How does your work contribute to the overall goals and objectives of the department, division, and University? ▪ How much discretion do you have to make changes in how you do your work? ▪ How open is your supervisor to suggestions for improving work processes?
Leadership	<ul style="list-style-type: none"> ▪ How would you know that Yale is changing? ▪ What kind of change would you like to see? What part of that can you make happen? ▪ What part do we need to work as a unit? ▪ What would increase your confidence in the senior leadership of the University? ▪ What would increase your confidence in the leadership in your department or unit? ▪ In an ideal world, how would you like to be able to describe Yale in terms of successes? ▪ What would it take for you to feel like you can trust Yale communications?

Performance Management	<ul style="list-style-type: none"> ▪ How many times a year do you sit down with your supervisor go get feedback about your work performance? ▪ How does the feedback help you develop? ▪ If there is a development plan designed at the time of this meeting, how does it address ways to improve your performance? If no development plan is designed, why not? ▪ How does your supervisor recognize how well you are doing? ▪ How have your goals and objectives regarding your work performance for the next year been communicated to you? ▪ What resources do you have available to you to meet these goals and objectives? ▪ How are the expectations and requirements of your work communicated to you? ▪ How the criteria you are evaluated on communicated to you?
Productivity	<ul style="list-style-type: none"> ▪ What tools and equipment do we have that is particularly helpful to your work? ▪ What does “high quality way” mean to you? ▪ Did you get the training you need at the right time? ▪ If additional staff are not available, how can you improve work distribution among the unit to meet the customer’s needs? ▪ What work can be dropped? Delayed? Delegated? ▪ What happens if someone “passes the buck” in your department?
Rewards	<ul style="list-style-type: none"> ▪ How do you get information about other organizations’ benefits & salaries? ▪ Which benefits are most important to you? ▪ What organizations were you considering when comparing Yale’s reward system?
Teamwork	<ul style="list-style-type: none"> ▪ Which work processes in our unit need improving? ▪ What stops us from improving them? ▪ How could we, in our unit, improve cooperation between the union and management? ▪ Where at Yale do you think there is a need for change? ▪ What will our unit look like when this change is made? ▪ What are some examples of how our department works effectively with other departments? ▪ What are some examples of how departments do not work well together? ▪ Provide examples of how Yale and its Unions are working successfully? ▪ Provide examples of how Yale and its Unions are not working successfully? ▪ What behaviors do you and/or your colleagues demonstrate on a daily basis that contributes to a successful team? ▪ What would make it easier to be able to balance work and personal life responsibilities? ▪ If you had to name one reason why you think departments do not cooperate with each other, what would that be? ▪ How are disagreements handled in your unit?
Well-Being	<ul style="list-style-type: none"> ▪ How can Yale and/or your department communicate to its employees that it has a sincere interest in their satisfaction and well-being? ▪ What would make it easier to be able to balance work and personal life responsibilities? ▪ What can your unit/department do to support sustainability efforts on a small or large scale? ▪ Provide examples of what can be done to support health and well-being during working hours and in the workplace? (i.e. – break time, refreshments during meetings) ▪ How is workplace stress identified? ▪ What may be causing workplace stress? ▪ How can Yale and/or your department help with the reduction of workplace stress?

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2019 WPS SAMPLE DEPARTMENT ACTION PLAN

Below is an example of how one department may address the Yale Workplace Survey Results as it relates to Performance Management.

Department Name: XYZ department

Execution Date: 30 days following the leadership team having reviewed the results

1. Survey results were discussed at a meeting with department leadership.
2. Each unit head/manager held a session for their staff to announce and discuss the results of the survey.
3. XYZ department establishes a cross-functional team to discuss how best to action plan with regard to the key areas of success and the opportunities for improvement.
4. XYZ department works with their respective Human Resource Generalist to introduce a system to address the key issues. An example may include:

<p>WELL BEING</p> <p><i>Note: A transparent process is created.</i></p>	<ul style="list-style-type: none"> • A series of focus groups are conducted • Feedback is shared with leadership team • Recommendations are considered • Action Planning is defined • Action Planning is communicated to the staff within XYZ • An accountability structure is created • Metrics are established and communication through the efforts
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Brainstorm Ideas to Improve Priority Items

We encourage that at a minimum, up to two actions plans be developed from the meeting process.

- Conduct a group brainstorm to collect ideas for how to act on the engagement priority items and key areas of success selected for improvement.
- When brainstorming, establish the following ground rules with your team.
 - All ideas are welcome, no matter how impractical they may seem.
 - No criticism permitted during the brainstorming session.
 - All participants should feel heard and suggestions/feedback are welcomed during the session.
- To ensure equal participation and a wide range of ideas, take the following actions:
 1. Clearly define the topic you are brainstorming. Write it on top of a white board or flip chart.
 2. Let your team launch ideas randomly or go in order around the room. Encourage everyone to launch ideas, no matter how impractical they might seem.
 3. Write down every single idea launched.
 4. Do not discuss, criticize, or evaluate ideas during the brainstorming session. If an idea is not clear enough to give any meaning, probe for further explanation.
 5. Allow one brief recess when the flow of ideas is slowing down; it will pick up again. When the frequency of new ideas is decreasing or there's a lot of repetition of previous ideas, close the process.
 6. Review all ideas as a group. Eliminate those that are redundant. Group the ideas into common themes.
 7. If the consolidated list contains more than five ideas, prioritize them as a group and identify the top three. (Trying to implement too many ideas at one time can frustrate the team and prove to be ineffective.)

Create and Document Action Plans

Based upon the ideas collected during your brainstorming session, select two or three actions per priority item to which the entire group is willing to commit. Keep in mind that focusing your efforts on only **two or three** actions is far better than trying to tackle multiple actions that often fail to be completed. After the actions have been prioritized and listed, make certain that they conform to the S.M.A.R.T. format; that is, that the actions are **S**pecific, **M**easurable, **A**ttainable, **R**elevant, and **T**ime-specific,

- Specific actions have a much greater chance of being accomplished than general or vague actions.
- Establish concrete criteria for measuring progress toward accomplishing the action
- Set yourself and your team up for success by planning actions that are attainable – actions that have a good chance of having a positive impact on the targeted items.
- The improvement actions must also be relevant. Ensure that your action plans address legitimate issues and align well with team and company goals.
- The actions need to have a time frame. Having a set amount of time will give your actions structure.
- Actions such as these will have greater support by your leadership team.

Summarize and Communicate Your Action Steps (20 Minutes)

- Review and summarize all action items.
- Assign ownership for actions that require follow-up.
- Determine when the next Follow-Up Meeting (if needed) will occur.
- Ask your team if they have any questions.
- Draft a communication that summarizes the planned action steps. Send the communication to all team members, and to your survey action planning sponsor, as appropriate.
- Thank people for attending the meeting and for their commitment and contribution to the action steps that were planned.
- Determine next steps for communication and how you will provide updates to your leadership team.

After you have conducted your Survey Feedback Meeting and documented the action steps decided upon by your team, you need to consider how you will sustain the momentum of the survey process.

Sustaining the Momentum

The final step for using the survey results is to counteract the tendency to let the data from the survey become an event rather than a process that can be used to make measurable improvements within your organization. You can ensure measurable improvements by sustaining the momentum with the following actions:

1. **Get everyone involved** - Ensure that all managers in your unit have access to the results, have educated their staff on the department's performance with the survey, as well as an understanding of the next steps and expectations in the action planning process. Updates from the survey action planning team should be made regularly and should become part of the normal cadence for staff meeting agendas or newsletters.
2. **Communicate to employees** - Partnering with your communications champion, ensure that your group has a plan to reach all employees, and that they receive communications regarding the results and how the survey data is being used to take action within the organization.
3. **Hold your team accountable for action** - Make survey action plans part of your department reviews and goal setting processes. On an ongoing basis, ask your leadership team members: "How are we doing?" "Are we making progress?" "What are your employees saying about the actions you have taken?" etc. Remember that the survey is a process and not an event. Be prepared to review your action plans and adjust, as necessary.
4. **Strive for long term improvement** - Be accountable for the long-term re-survey results, including improved scores on the items selected for improvement.
5. **Monitor and update regularly** - Monitor your progress and keep your Survey Scorecard or Action Planning Template updated with activity on your action plans. Ask your survey action planning team to meet regularly, and to update senior leadership on a regular basis. Senior leaders should regularly take a pulse on how their organization is doing and should generally check in on survey items they can impact on a consistent basis. Work with your HR Generalist to determine how best to obtain ongoing feedback regarding staff's input on the status of your workplace culture and key areas of strength, as well as areas for ongoing improvement.

LAST PAGE OF SECTION

Section 5

My Departmental Resources & Information (note pages)Section 5 (pages 228-230)

My Departmental Resources & Information

These section is designed to be a placeholder for any information specific to your department.

Department specific information will be helpful with your analysis and development of your departments action plan i.e. department Mission Statement, Vision Statement, Current Goals & Objectives, Strategic Plan, 2017 Action Plans, Climate & Culture Initiatives, etc.

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