Working At Iowa Survey
University College Organizational Report
November 2020

Introduction

The Working at Iowa (WAI) survey supports productivity and retention of University faculty and staff. Survey responses provide an understanding of the strengths of your work culture and identify opportunities to support your organizational mission and strategic goals. In 2020, UI Health Care participated in Working at Iowa powered by Press Ganey, an engagement survey that allows benchmarking with similar institutions while also providing responses to ten (10) WAI questions for trending purposes.

Engagement Index

Included in this report is a measure of engagement, provided by Eean Crawford, a faculty member in the Tippie College of Business. Engagement behaviors show how personally connected people are to their jobs in terms of giving their full effort, paying close attention to their work, and emotionally caring about what they do.

Survey Respondents and Participation Rates

Survey respondents are summarized by employee category and percent participation of the eligible population. All response information is reported as percentages to protect the confidentiality of respondents. Similarly, where there are fewer than ten (10) responses in any report category, no data is provided to protect the confidentiality of respondents.

Survey Results

The Trended Comparison section of this report displays the 2020 UI results with those from 2016 and 2018, but for consistent data comparison results from UI Health Care are excluded. Color and shading illustrate the difference in survey responses across the six options (strongly agree, agree, slightly agree, slightly disagree, disagree, and strongly disagree). The survey data are a snapshot taken at a point in time. In comparison to past years, it does not represent the change within a constant cohort of respondents.

Resources

The Senior Human Resource Leader in your organization is available to support the communication and use of survey results, drawing upon the support of University Human Resources as needed. Just in time resources and contact information are available on the Working at Iowa - Survey 2020 website: https://hr.uiowa.edu/administrative-services/working-iowa.

Acknowledgements

University Human Resources wishes to acknowledge the essential contributions to this report by Eean R. Crawford and Qi Zhang of the Tippie College of Business and the leadership of Dr. Jacob J. Oleson and the work of Jacob Clark of the Center for Public Health Statistics in the College of Public Health. Their contributions to the design and production of the 2020 survey reports have been extremely valuable to the success of the Working at Iowa initiative.

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Demographics for Survey Respondents

Distribution of Survey Respondents and Participation by Job Classification

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
All Jobs	73	100.0	69	100.0	94.5
Total	73	100.0	69	100.0	94.5

Distribution of Survey Respondents and Participation by Age Range

	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
<31	10	13.7	10	14.5	100.0
31-40	19	26.0	17	24.6	89.5
41-50	15	20.5	15	21.7	100.0
51-60	16	21.9	15	21.7	93.8
61+	13	17.8	12	17.4	92.3

Distribution of Survey Respondents and Participation by Gender

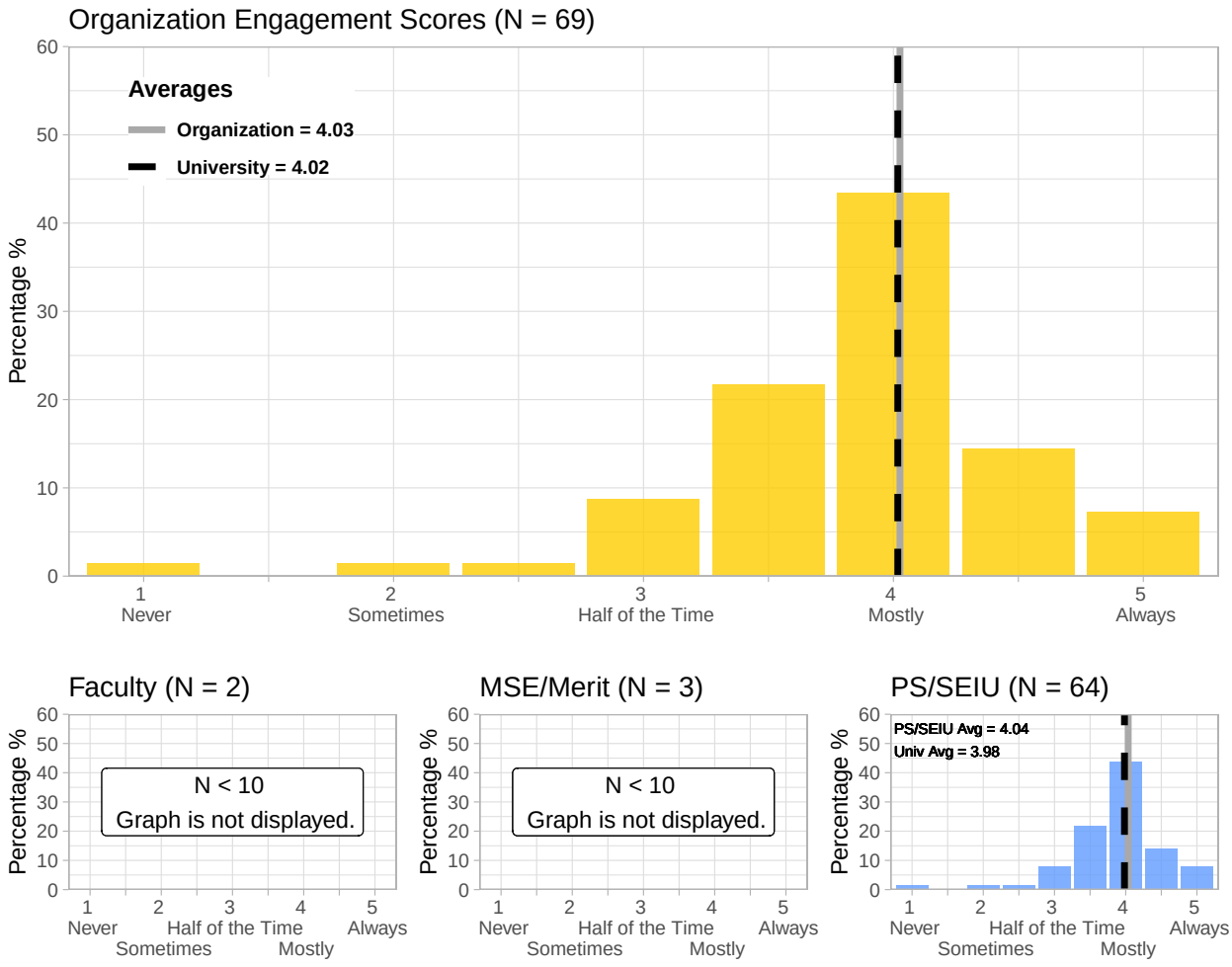
	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Female	53	72.6	49	71.0	92.5
Male	20	27.4	20	29.0	100.0

Engagement Score Result

Engagement behaviors show how personally connected people are to their jobs in terms of giving their full effort, paying close attention to their work, and emotionally caring about what they do.[1] The Working at Iowa (WAI) Survey supports the engagement and productivity of University faculty and staff. To measure engagement, a validated scale[2] was used that asks how much an individual focuses their physical, mental and emotional energy at work according to these WAI statements:

Physical Engagement	Mental Engagement	Emotional Engagement
I work with high energy.	I give my full attention to my job.	I put my emotions into what I do.
I exert my full effort.	I concentrate completely.	I am emotionally connected.
I devote a lot of my energy.	My mind is focused on the work that I do.	I put my feelings into my work.

The charts below display average engagement scores based upon these survey items.

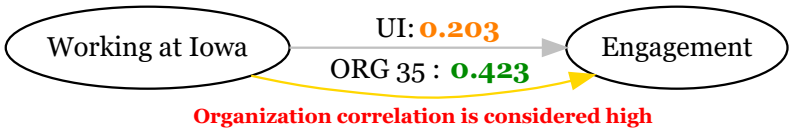


[1]Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33, 692-724.

[2]Crawford, E.R., LePine, J.A., & Buckman, B.R. (2013). Job engagement scale short form items adapted from Rich, B.L., LePine, J.A., & Crawford, E.R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 53, 617-635.

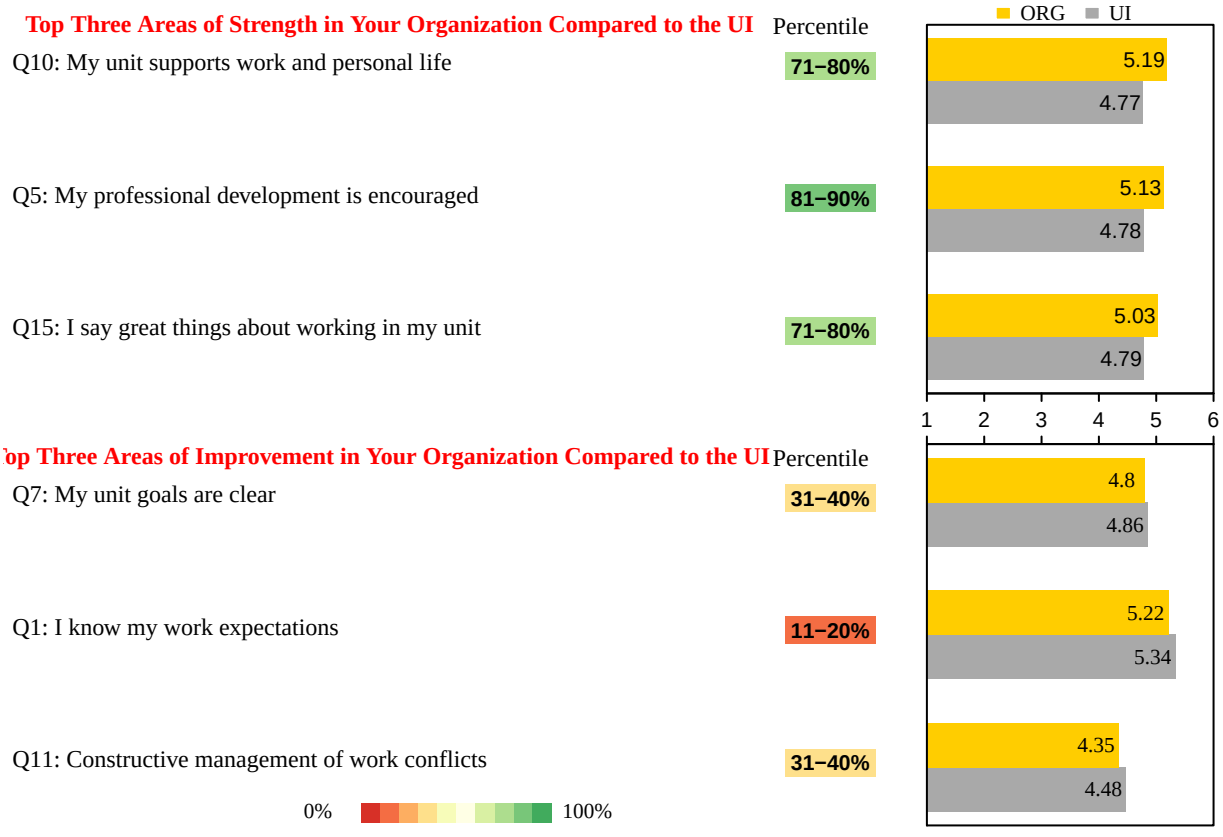
Unit Engagement Strengths and Areas for Improvement

How strong is the relationship of Engagement and Working at Iowa perceptions? The first graph displays how Working at Iowa statements, taken as a whole, correlated with the engagement score for the University of Iowa and for your specific organization. The correlation indicates how efforts to improve Working at Iowa might be associated with improved engagement. How strong are these correlations? A benchmark study [3] found that measures of attitudes and behavior are strongly related at approximately **0.30**, moderately related at approximately **0.20**, and weakly related at approximately **0.10**.



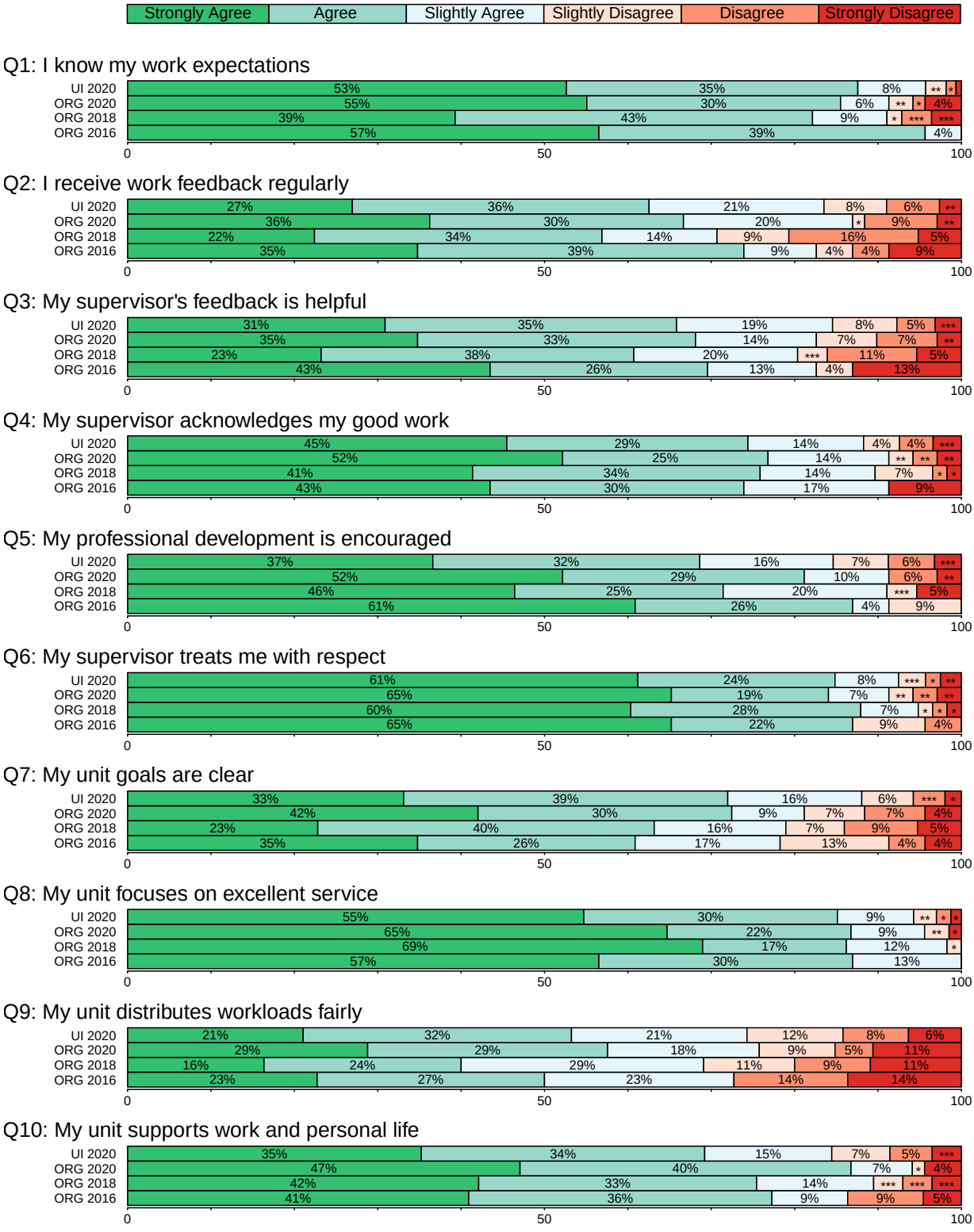
For what specific WAI statements might you take action? The second graph displays three areas of strength and three areas for improvement for your organization relative to the UI. Recognize that efforts to maintain or improve a specific area might be important to your org for reasons other than engagement.

1. **Percentile** - ranks your organization mean relative to all other organizations at UI on that statement (e.g. a 91-100% percentile means that your organization mean was higher than at least 90% of the organizations at UI on that statement).
2. **Bar Plot** - displays your organization mean relative to the UI mean on that statement. 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Agree, 6=Strongly Agree.



[3] Bosco, F.A., Aguinis, H., Singh, K., Field, J.G., & Pierce, C.A. (2015). Correlational effect size benchmarks. Journal of Applied Psychology, 100, 431-449.

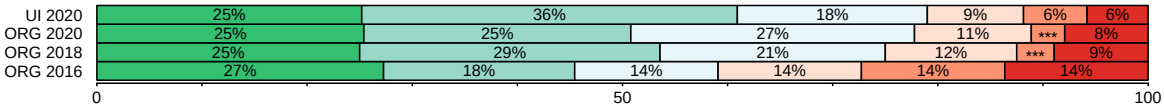
Survey Analysis - Trended Comparison 2016 - 2020



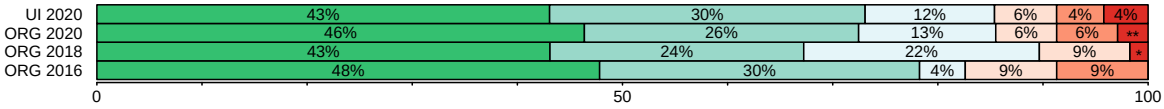
Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%

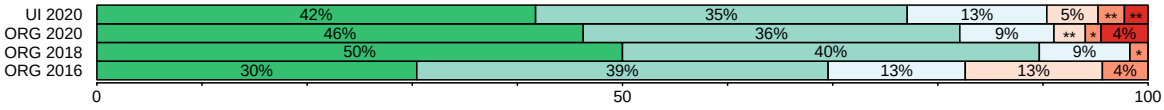
Q11: Constructive management of work conflicts



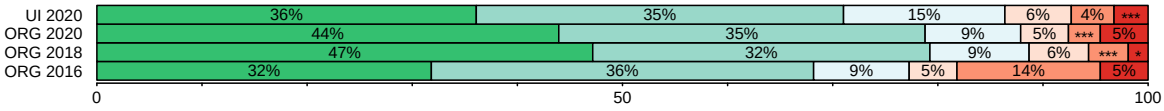
Q12: My supervisor is open to hearing concerns



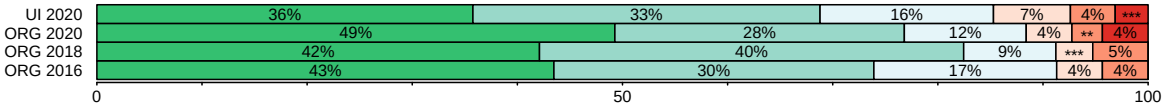
Q13: Civil and respectful coworkers



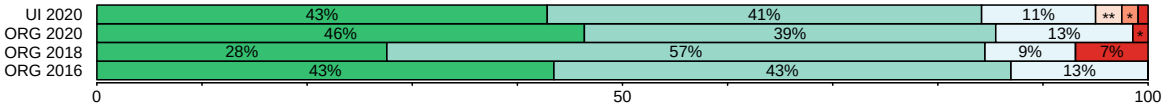
Q14: Supportive environment for diversity



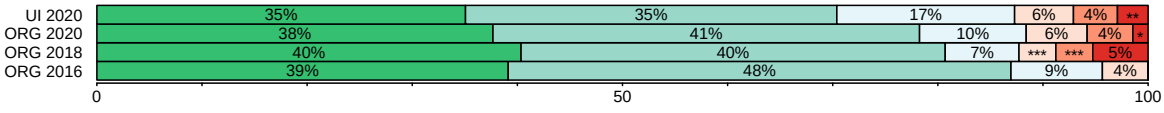
Q15: I say great things about working in my unit



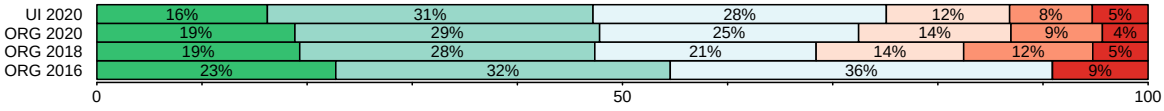
Q16: Understand how job fits overall mission of UI



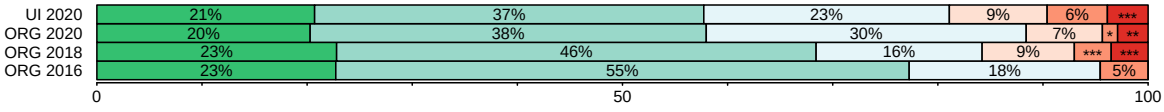
Q17: Recommend UI to friend seeking employment



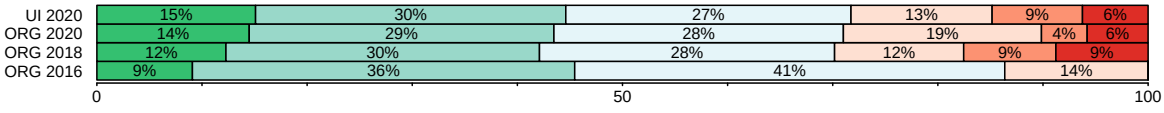
Q18: UI recognizes accomplishments of faculty and staff



Q19: UI treats faculty and staff with respect



Q20: There are opportunities for promotion at UI



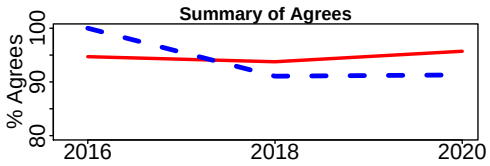
Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%

Job Classification by Year - Percent Agrees Trended Comparisons

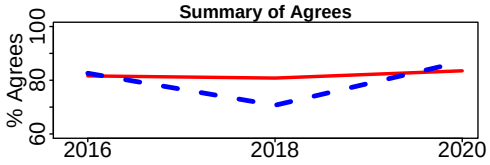
Q1: I know my work expectations

	ORG	UI
2020	91%	96%
2018	91%	94%
2016	100%	95%



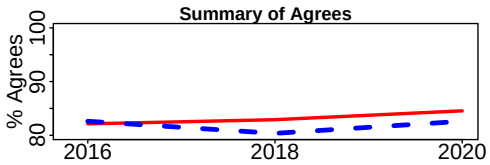
Q2: I receive work feedback regularly

	ORG	UI
2020	87%	84%
2018	71%	81%
2016	83%	82%



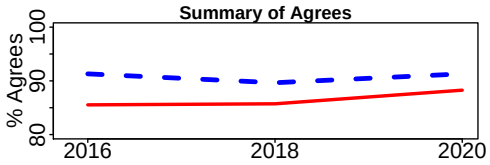
Q3: My supervisor's feedback is helpful

	ORG	UI
2020	83%	85%
2018	80%	83%
2016	83%	82%



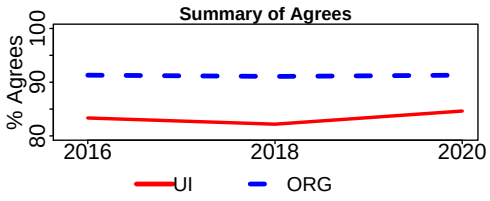
Q4: My supervisor acknowledges my good work

	ORG	UI
2020	91%	88%
2018	90%	86%
2016	91%	86%



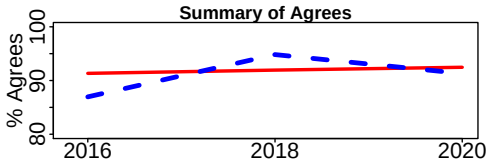
Q5: My professional development is encouraged

	ORG	UI
2020	91%	85%
2018	91%	82%
2016	91%	83%



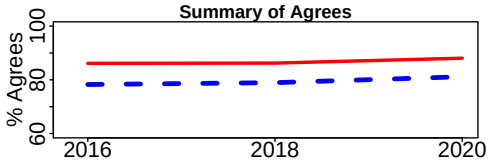
Q6: My supervisor treats me with respect

	ORG	UI
2020	91%	92%
2018	95%	92%
2016	87%	91%



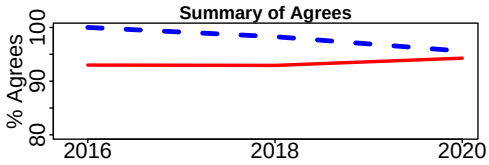
Q7: My unit goals are clear

	ORG	UI
2020	81%	88%
2018	79%	86%
2016	78%	86%



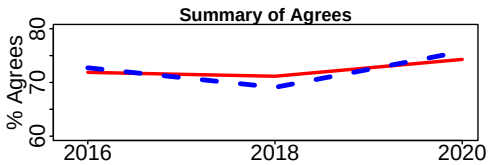
Q8: My unit focuses on excellent service

	ORG	UI
2020	96%	94%
2018	98%	93%
2016	100%	93%



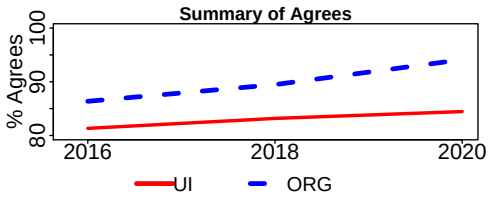
Q9: My unit distributes workloads fairly

	ORG	UI
2020	76%	74%
2018	69%	71%
2016	73%	72%



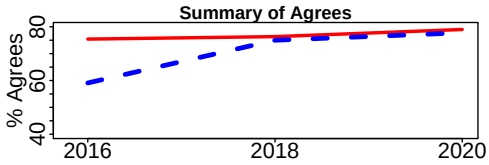
Q10: My unit supports work and personal life

	ORG	UI
2020	94%	84%
2018	89%	83%
2016	86%	81%



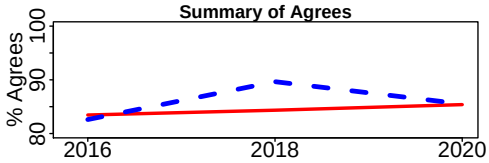
Q11: Constructive management of work conflicts

	ORG	UI
2020	78%	79%
2018	75%	76%
2016	59%	75%



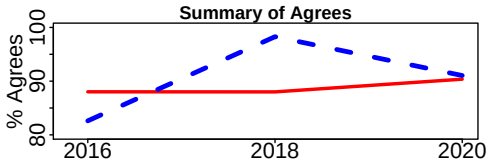
Q12: My supervisor is open to hearing concerns

	ORG	UI
2020	86%	85%
2018	90%	84%
2016	83%	83%



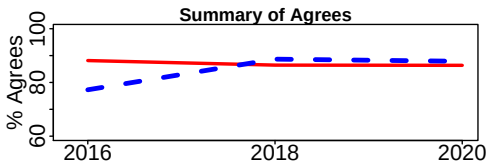
Q13: Civil and respectful coworkers

	ORG	UI
2020	91%	90%
2018	98%	88%
2016	83%	88%



Q14: Supportive environment for diversity

	ORG	UI
2020	88%	86%
2018	89%	86%
2016	77%	88%



Q15: I say great things about working in my unit

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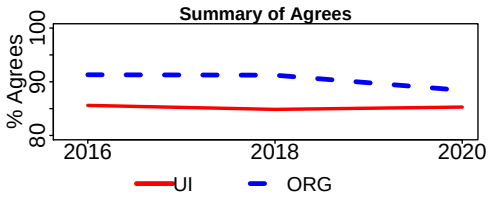
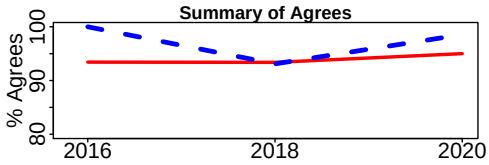
2020	88%	85%
2018	91%	85%
2016	91%	86%



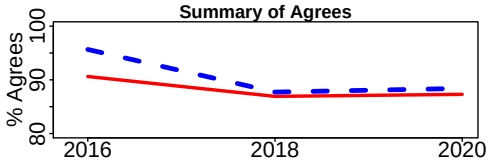
Q16: Understand how job fits overall mission of UI

	ORG	UI
2020	99%	95%
2018	93%	93%
2016	100%	93%



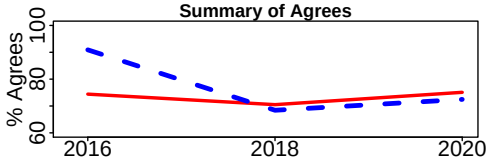
Q17: Recommend UI to friend seeking employment

	ORG	UI
2020	88%	87%
2018	88%	87%
2016	96%	91%



Q18: UI recognizes accomplishments of faculty and staff

	ORG	UI
2020	72%	75%
2018	68%	71%
2016	91%	74%



Q19: UI treats faculty and staff with respect

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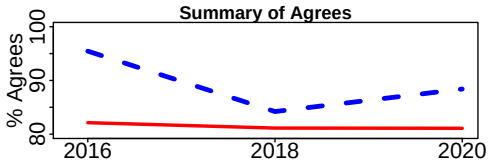
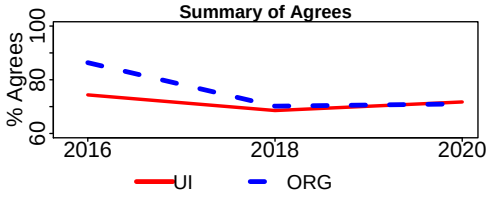
2020	88%	81%
2018	84%	81%
2016	95%	82%



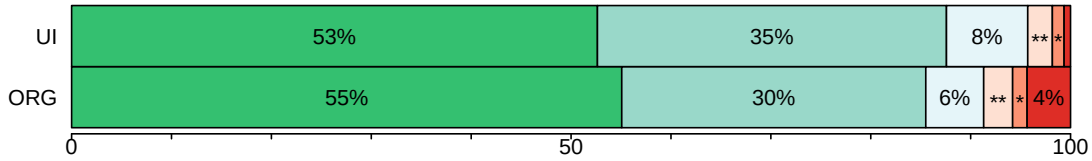
Q20: There are opportunities for promotion at UI

	ORG	UI
2020	71%	72%
2018	70%	69%
2016	86%	74%

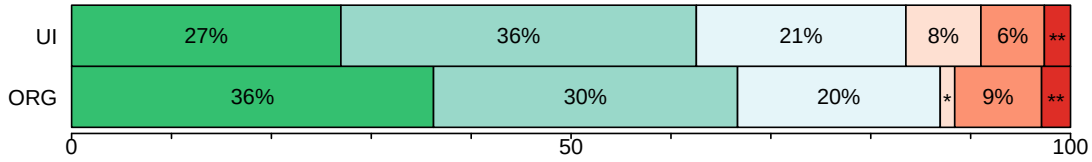


Survey Analysis - Snapshot Results for 2020 by Job Category

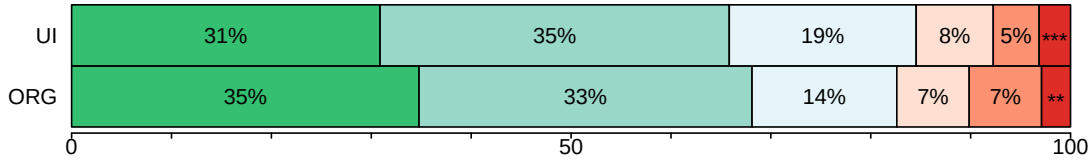
Q1: I know my work expectations



Q2: I receive work feedback regularly



Q3: My supervisor's feedback is helpful



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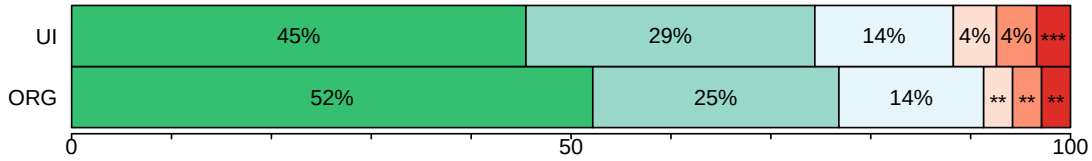
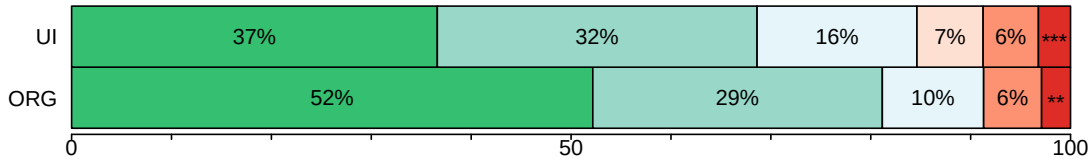


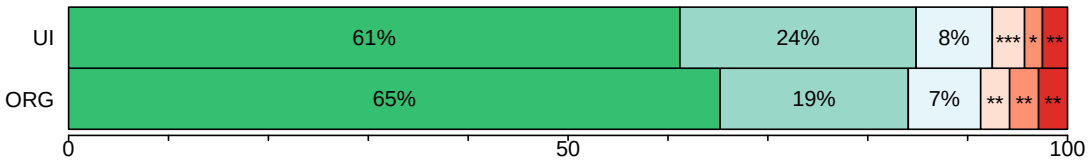
Q5: My professional development is encouraged



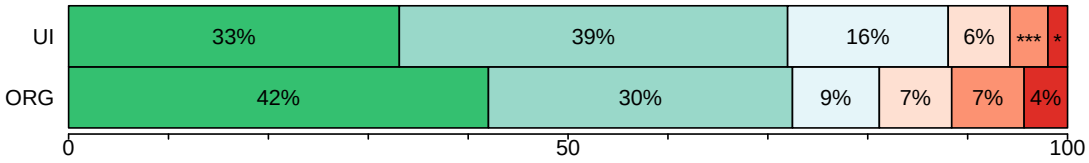
Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%

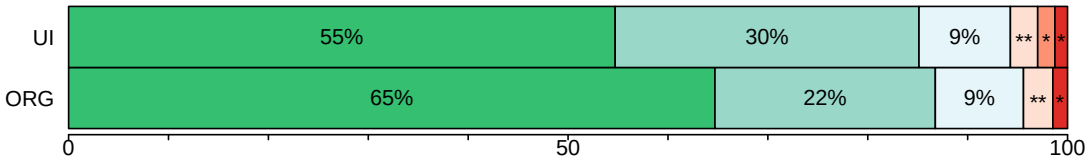
Q6: My supervisor treats me with respect



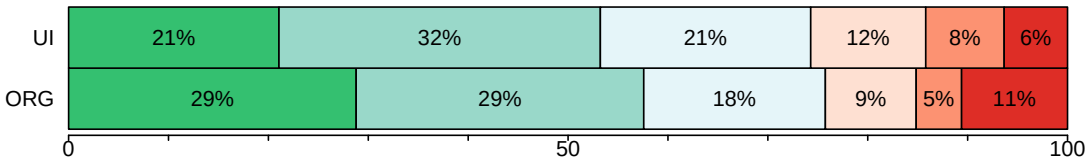
Q7: My unit goals are clear



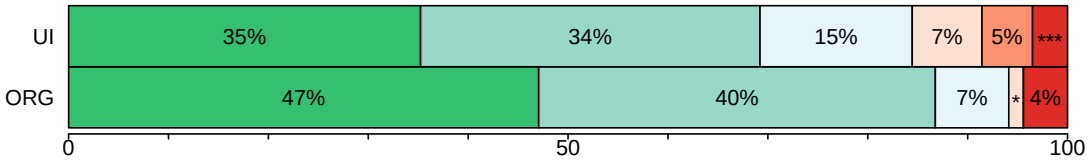
Q8: My unit focuses on excellent service



Q9: My unit distributes workloads fairly



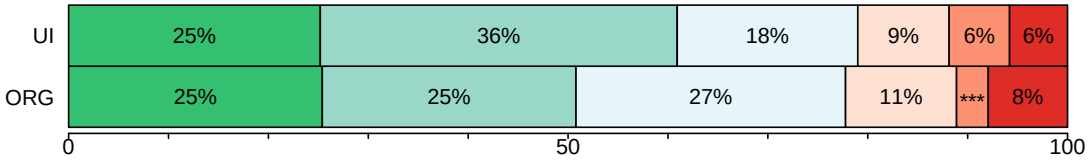
Q10: My unit supports work and personal life



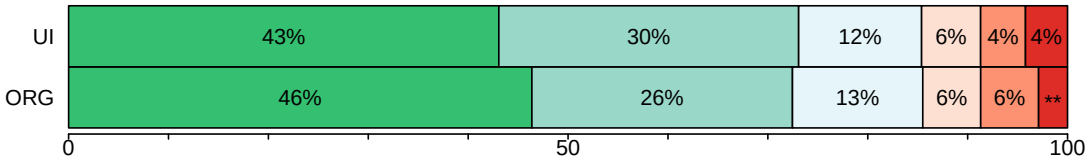
Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%

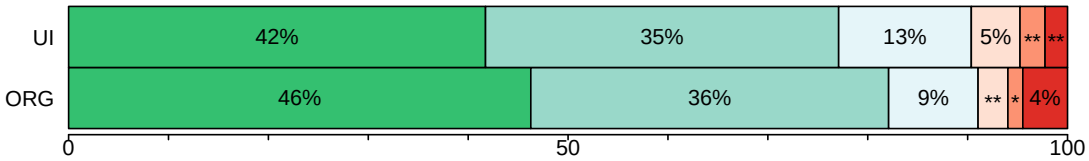
Q11: Constructive management of work conflicts



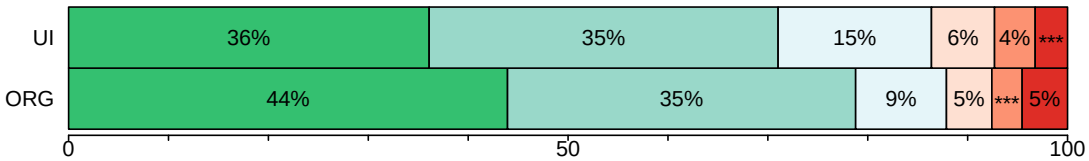
Q12: My supervisor is open to hearing concerns



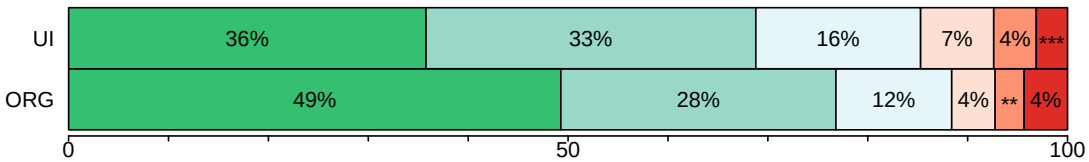
Q13: Civil and respectful coworkers



Q14: Supportive environment for diversity



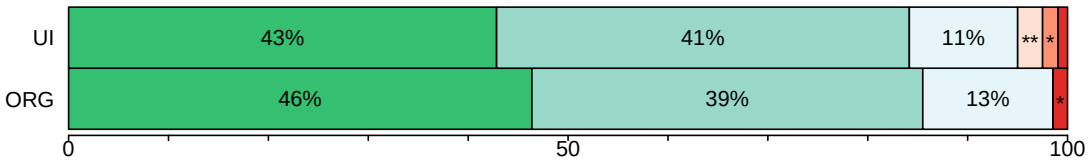
Q15: I say great things about working in my unit



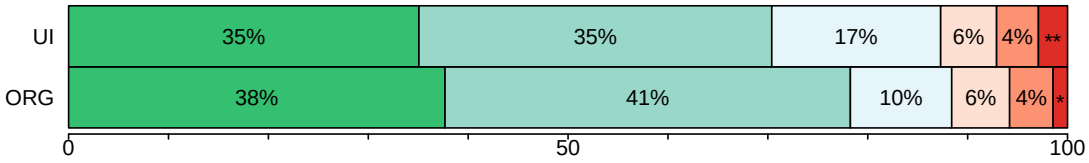
Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%

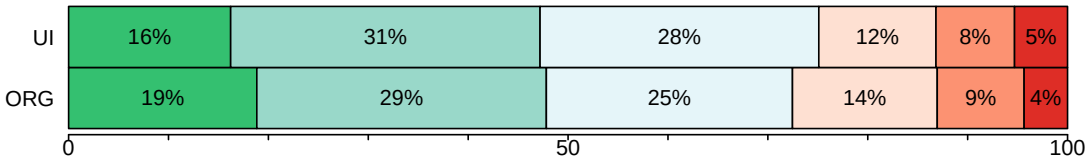
Q16: Understand how job fits overall mission of UI



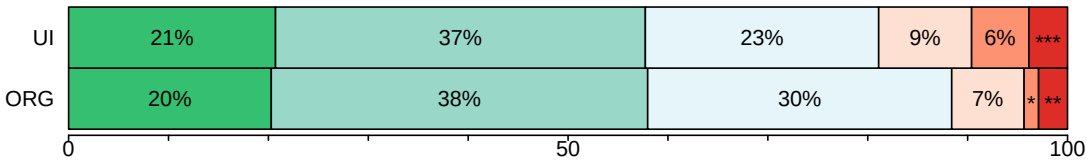
Q17: Recommend UI to friend seeking employment



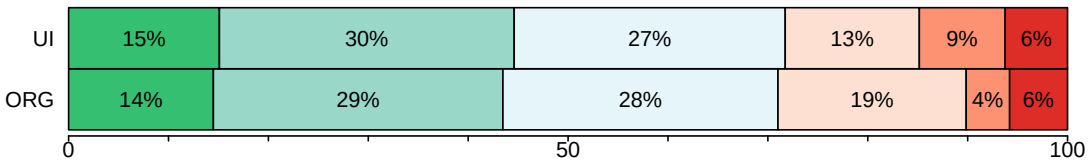
Q18: UI recognizes accomplishments of faculty and staff



Q19: UI treats faculty and staff with respect



Q20: There are opportunities for promotion at UI



Response proportions less than 4% are displayed by asterisks with:

""=<1%, *=1%-2%, **=2%-3%, ***=3%-4%

Technical Notes

1. Each of the bar charts display the percentages of responses at each level of the Likert scale and are color-coded as follows:
   (a) Strongly Disagree - Dark Red (Burgundy)
   (b) Disagree - Red
   (c) Slightly Disagree - Pink
   (d) Slightly Agree - Pale Green
   (e) Agree - Green
   (f) Strongly Agree - Dark Green
2. Each survey item must have ten (10) respondents for percentage data to be displayed. Survey items with fewer than ten respondents do not have data displayed, but those respondents are included in reports for larger units of which they are members.
3. Job category is based upon primary, regular appointments and grouped as faculty (all appointment types), Professional and Scientific (including those represented by SEIU) and Merit staff (including those represented by AFSCME, as well as supervisory and confidential staff).
4. If an Organizational Unit or Department has two job categories with nine or fewer respondents in each, those responses are combined with others to protect confidentiality in the survey results. The rules for combining job classifications are listed below. If the combined group still has fewer than ten (10) respondents, only the Organizational Unit or Department results are presented.
   (a) Faculty and Merit each have fewer than 10 - Combined both with PS/SEIU and provide only Organizational Unit or Departmental results.
   (b) PS/SEIU and Merit each have fewer than 10 - Combine as PS/SEIU/Merit.
   (c) Faculty and PS/SEIU each have fewer than 10 - Combine as Faculty/PS/SEIU.
5. If an Organizational Unit or Department has one job category with nine or fewer respondents, the following combined categories are reported in the Snapshot results.
   (a) Faculty has fewer than 10 - Combine with PS/SEIU as Faculty/PS/SEIU.
   (b) PS/SEIU has fewer than 10 - Combine with Merit as PS/SEIU/Merit.
   (c) Merit has fewer than 10 - Combine with PS/SEIU as PS/SEIU/Merit.
6. Age categories with less than 10 respondents are combined with nearby categories until all categories displayed have 10 or more.
7. If a Gender has less than 10 respondents, Female and Male categories are combined into Both Genders category.
8. The colors for the Job Classification by Year - Percent Agrees Trended Comparisons tables were chosen based on past results. The proportion of Agrees (Strongly Agree, Agree, Slightly Agree) were calculated for all 20 survey items across all ORGs at the University. Tertiles (i.e., lower third, middle third, and upper third) were calculated within this distribution of Percent Agrees to help create regions that could be interpreted as upper third, middle third, and lower third. These tertiles corresponded to proportions near 80% and 90%. For the tables, any percent agree less than 80% were shaded in red tones (lower third), any percent agrees between 80% and 90% were shaded in yellow tones (middle third), and any percent agrees greater than 90% were shaded in green tones (upper third).
9. A second-order Structural Equation Model (SEM) was used to obtain the correlation estimate between an overall composite of the Working at Iowa survey questions and an overall composite of the Engagement survey questions. The validity of an overall composite for both Working at Iowa and Engagement

survey questions was established separately using Confirmatory Factor Analysis (CFA). Details of this analysis are available upon request.

10. UI Health Care did not participate in the 2020 WAI survey. Hence, the population total reported in WAI for UI this year is lower than in previous years. To properly compare 2020 results to previous years, 2016 and 2018 UI Health Care data has been removed before generating statistics and graphics.