

The HR Effectiveness Survey

Why the HR Effectiveness Survey

- Understand the relationship between faculty/staff and HR and identify the resources and support needed by of our employees
- Key in the development of a renewed mission and vision for ICHR and future strategies for service delivery, offerings, and incentives that reflect the needs of our employees
- This survey precedes in-person campus visits, which HR will conduct throughout the rest of 2023

Survey Design



Demographic Questions

Demographic questions allow us to understand how the survey sample compares to the total institutional headcount, so that we can avoid generalizations or absolutes in our reading/understanding of the data.



Institutional Pulse Questions

Institutional pulse questions, such as “I am satisfied with my job at Ithaca College” provided a baseline for understanding how our employees’ relationship with HR service was impacted by their relationship with IC as a whole.



HR Satisfaction Questions

HR satisfaction questions are Likert-based questions designed to assess HR programs and services, which we compared to the first two sections to avoid bias, generalizations, or absolutes.

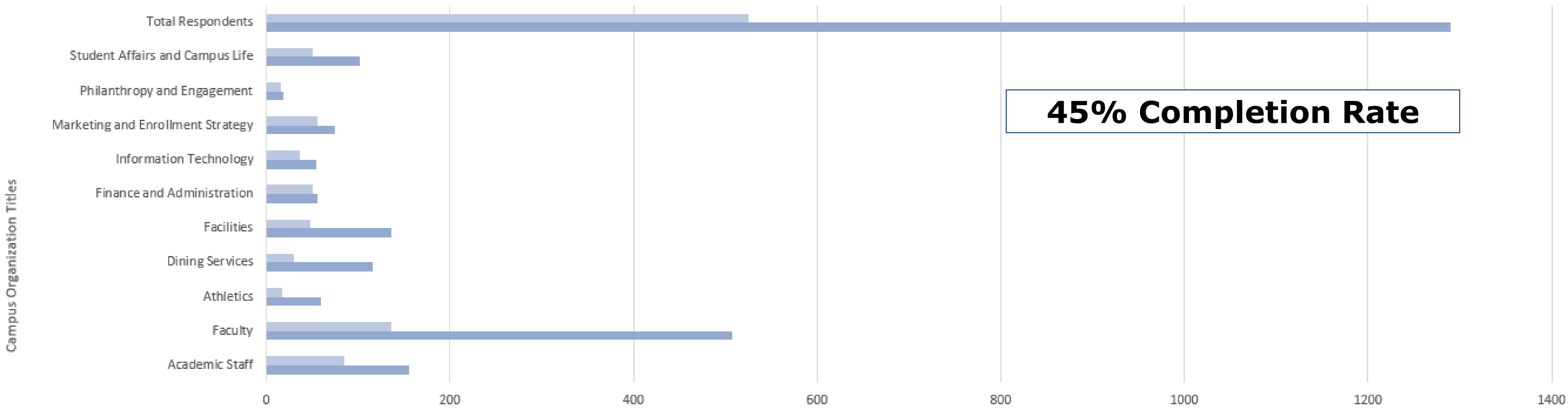
- Categories with less than ten (10) responses were automatically excluded from reporting to protect employee anonymity.
- This survey was collected anonymously. While we can deduce basic information from the demographic sample, survey analysis cannot trace any survey response back to an individual. Future surveys that take employee pulse, or ask employees to be honest about HR service, will be anonymous, unless otherwise noted.

Post-Survey Transformation Plans

Initial Deliverables	Delivery Date
Initial report from HR Effectiveness Survey published to campus	April 5, 2023
HR conducts listening sessions across campus to hear from employees and to provide context to survey results	April – August 2023
HR publishes transformation strategy, including mission, goals, and three-year roadmap for enhancing HR service	To Be Announced

Survey Participation by Campus Organization

HR Effectiveness Survey Participation by Campus Organization



45% Completion Rate

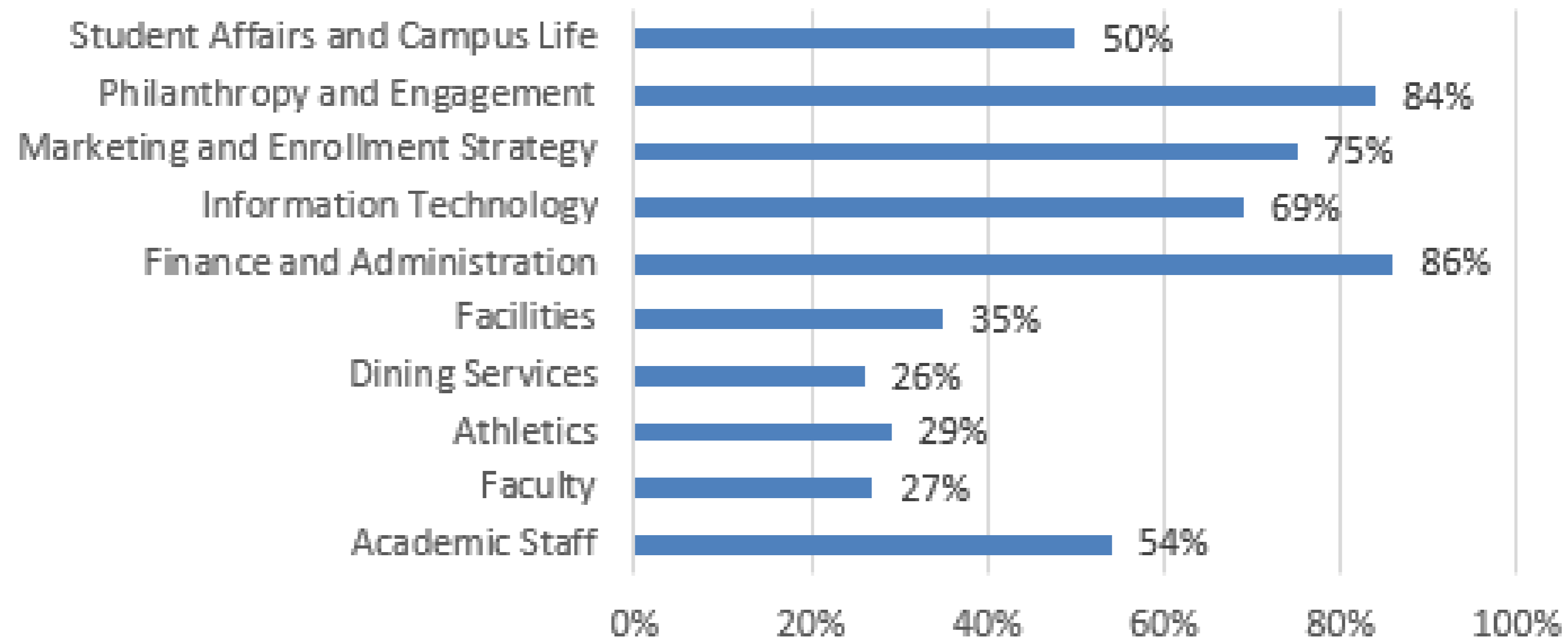
	Academic Staff	Faculty	Athletics	Dining Services	Facilities	Finance and Administration	Information Technology	Marketing and Enrollment Strategy	Philanthropy and Engagement	Student Affairs and Campus Life	Total Respondents
■ Survey Respondents by Campus Organization	85	136	17	30	48	50	37	56	16	51	526
■ Total Headcount by Campus Organization	156	508	59	116	136	56	54	75	19	102	1290

Respondent Count vs. Organizational Headcount

■ Survey Respondents by Campus Organization ■ Total Headcount by Campus Organization

Percentage of Respondents by Campus Organization

Percentage of Respondents by Campus Organization



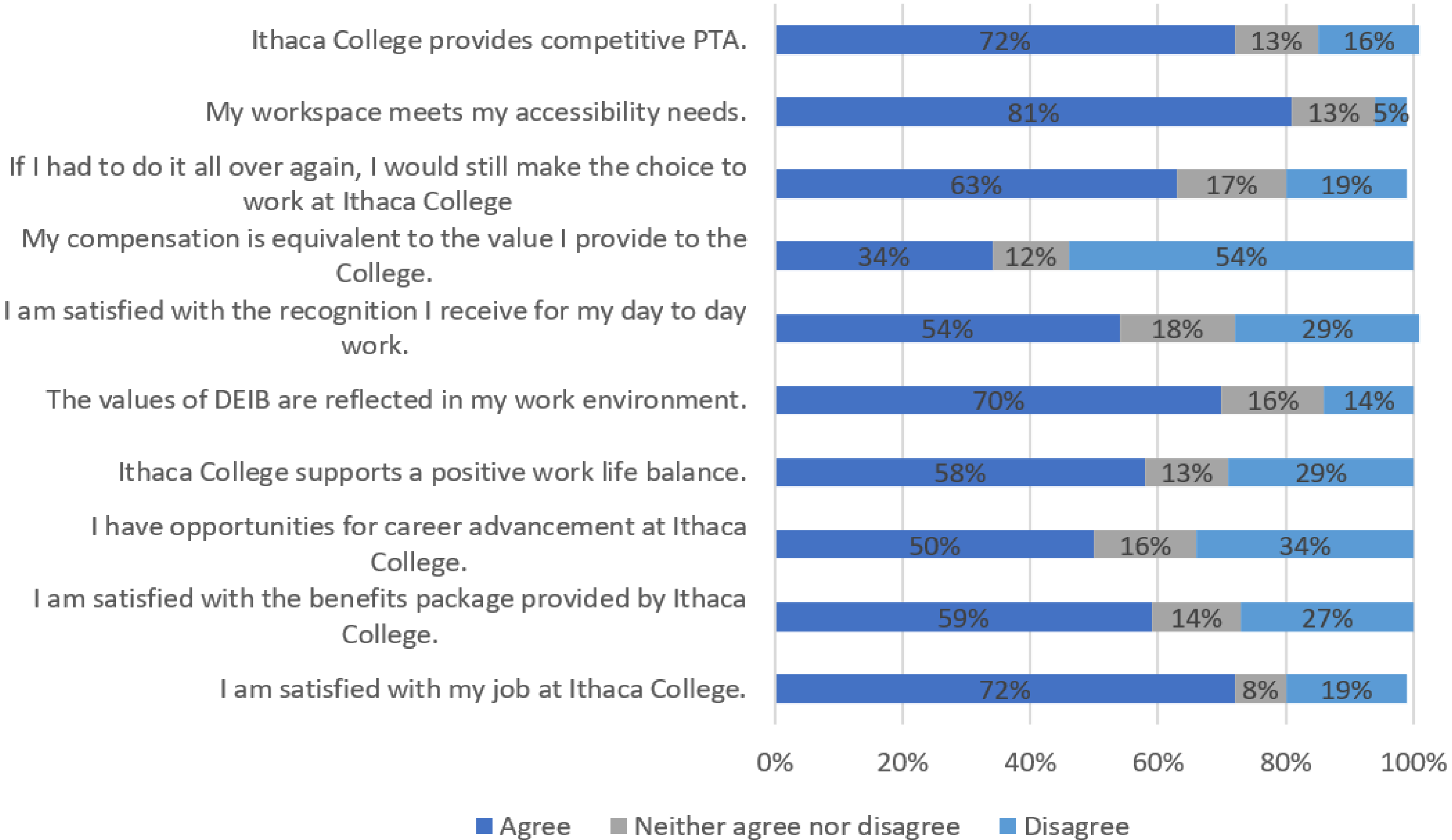
Awardco Winners

Thanks to all who completed the survey and entered the drawing for Awardco points! The following 5 employees were randomly selected and will receive 100 Awardco points!

- Pamela Neumire, Facilities
- Erin Schiefelbein, Dining
- Julie Dorsey, Occupational Therapy
- Laura Gras, Physical Therapy
- Brian Erickson, Financial Services

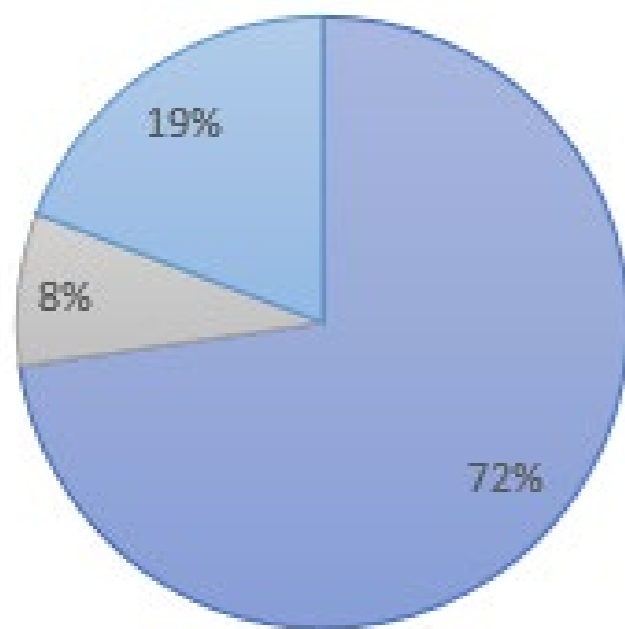


Institutional Satisfaction



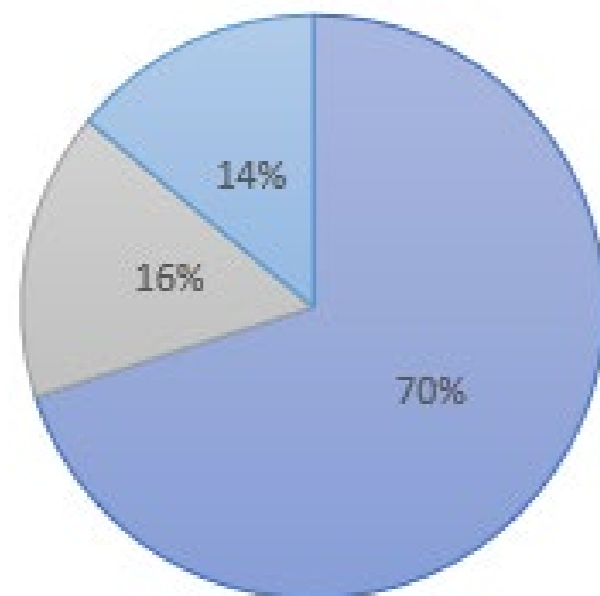
Employee Job Satisfaction

I am satisfied with my job at Ithaca College.



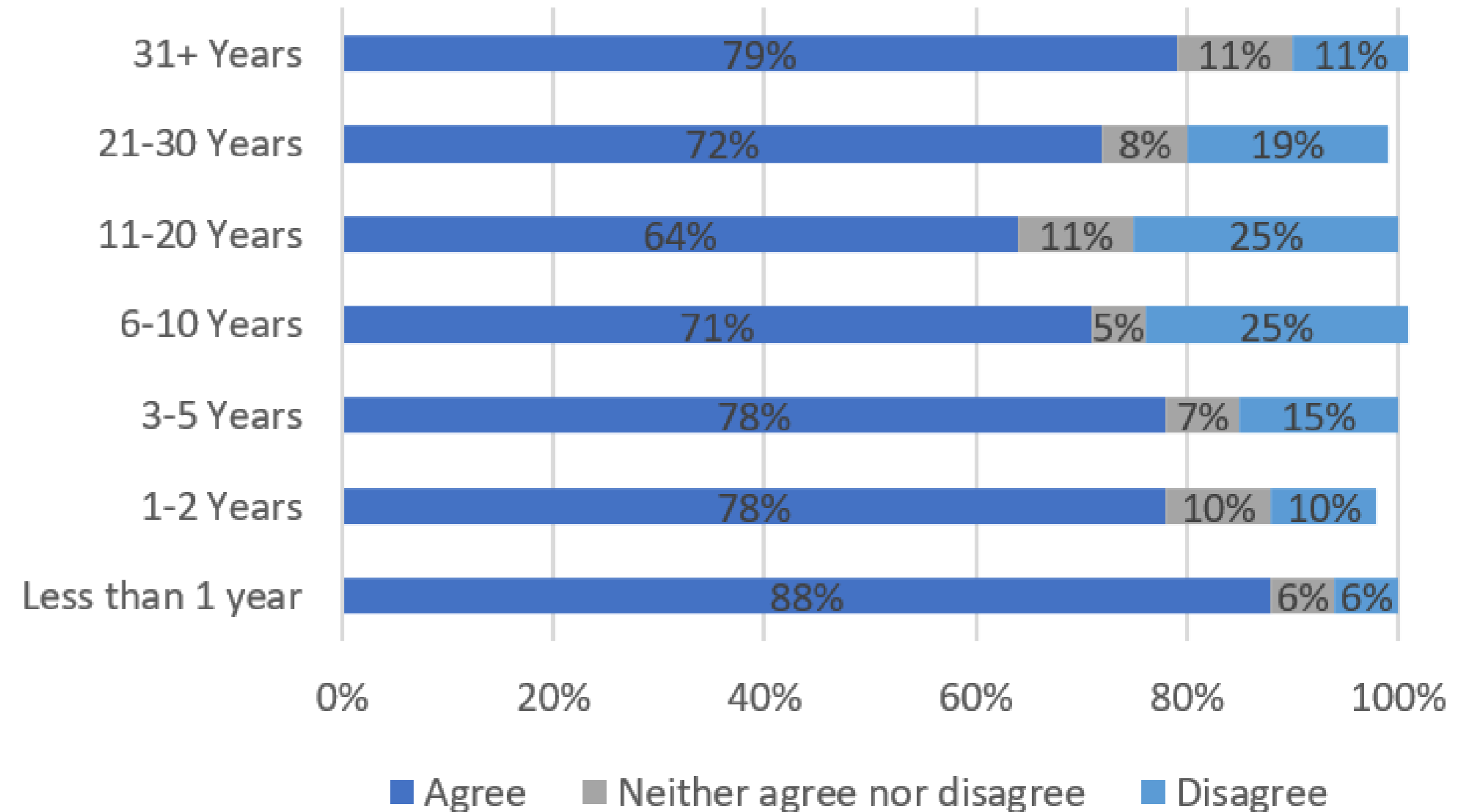
■ Agree ■ Neither agree nor disagree ■ Disagree

The values of DEIB are reflected in my work environment.



■ Agree ■ Neither agree nor disagree ■ Disagree

Job Satisfaction by Seniority Range



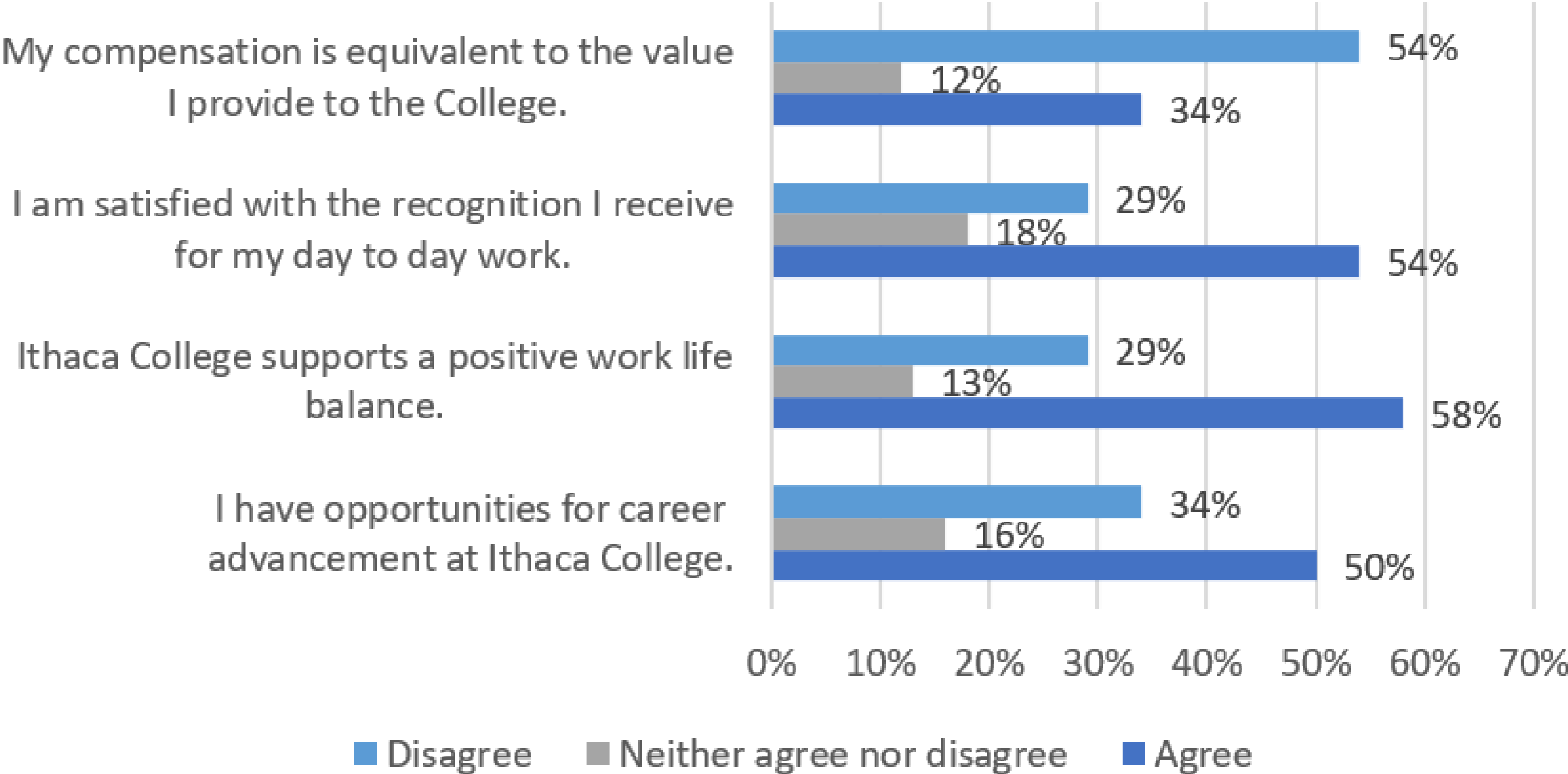
■ Agree ■ Neither agree nor disagree ■ Disagree

Lagging Results

Inflation of job responsibilities has outpaced the College’s compensation increments as well as the market.

- **29%** - dissatisfied with the recognition they receive for day-to-day work
- **34%** - believe they do not have opportunities for career advancement
- **54%** - believe compensation does not match value

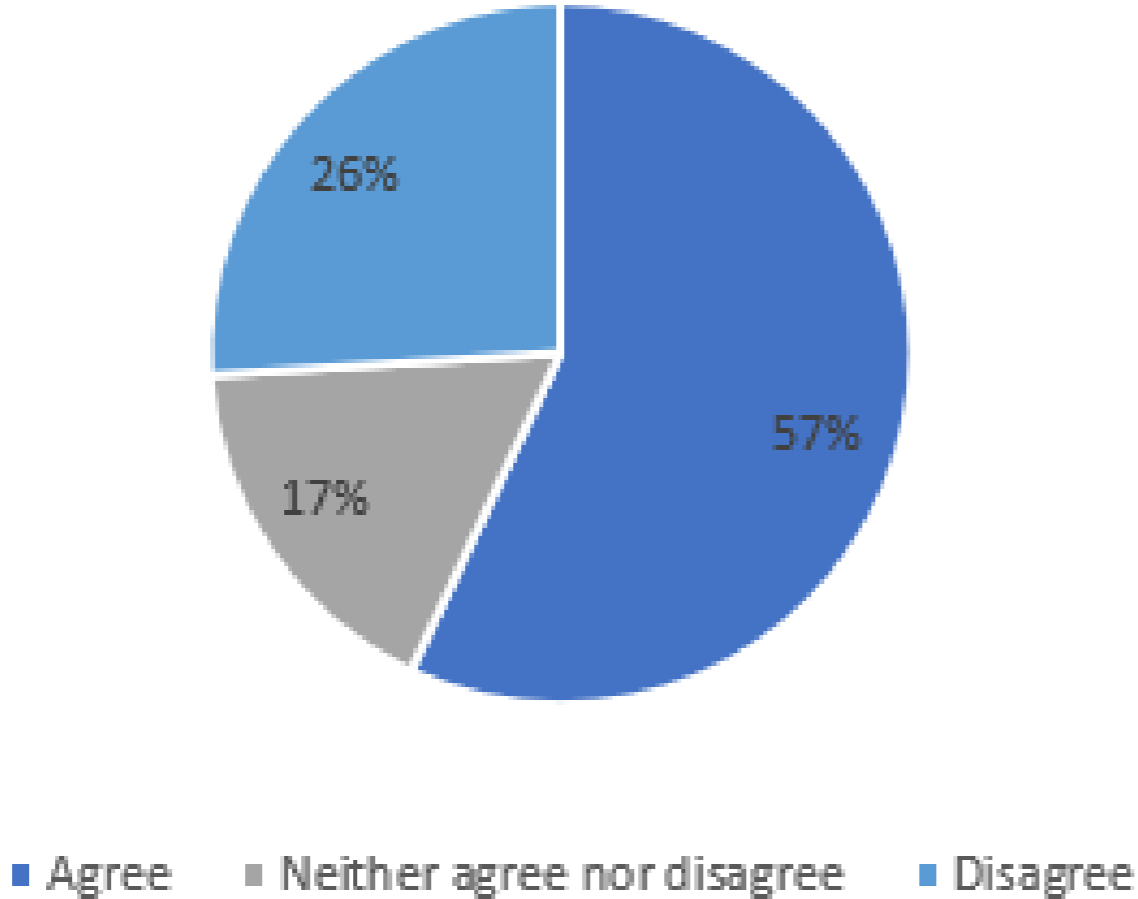
Lagging Results



A Flexible World

➤ **57%** of survey respondents agreed that if their job allows, they wish to work remotely in the future.

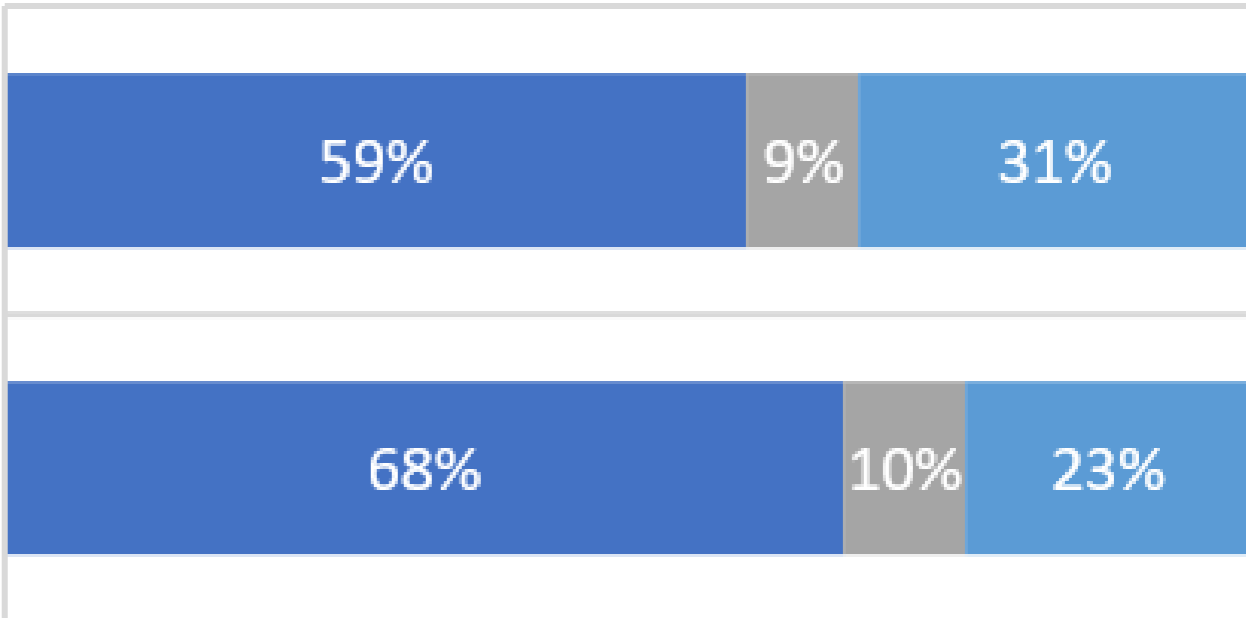
If my role allows, I wish to work remotely in the future.



EMPLOYEE/PEER CONNECTEDNESS IN FLEXIBLE WORK ARRANGEMENTS

■ Agree ■ Neither agree nor disagree ■ Disagree

I FEEL CONNECTED TO MY COWORKERS/TEAM WHEN THEY WORK REMOTELY OR HYBRID.



I FEEL CONNECTED TO MY COWORKERS/TEAM WHEN I WORK REMOTELY OR HYBRID.

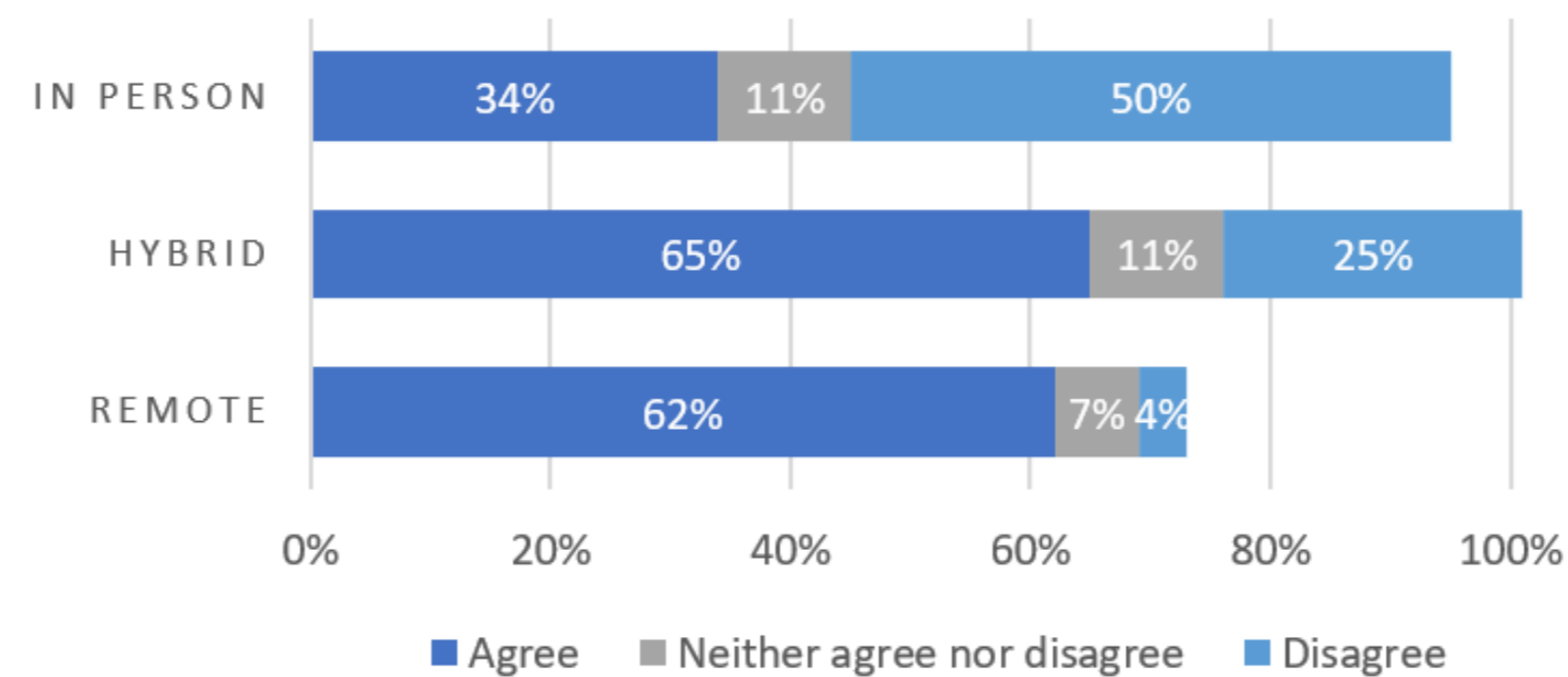
Opportunity: Invest in the promotion of agile and flexible work environments when appropriate – ensuring that service offerings and the workplace community support employees in hybrid and remote environments, while also ensuring that employees who predominantly report on campus do not receive the brunt of traditionally “on-campus/in-office” labor if it’s not part of their job description.

Employee/Team Connectedness

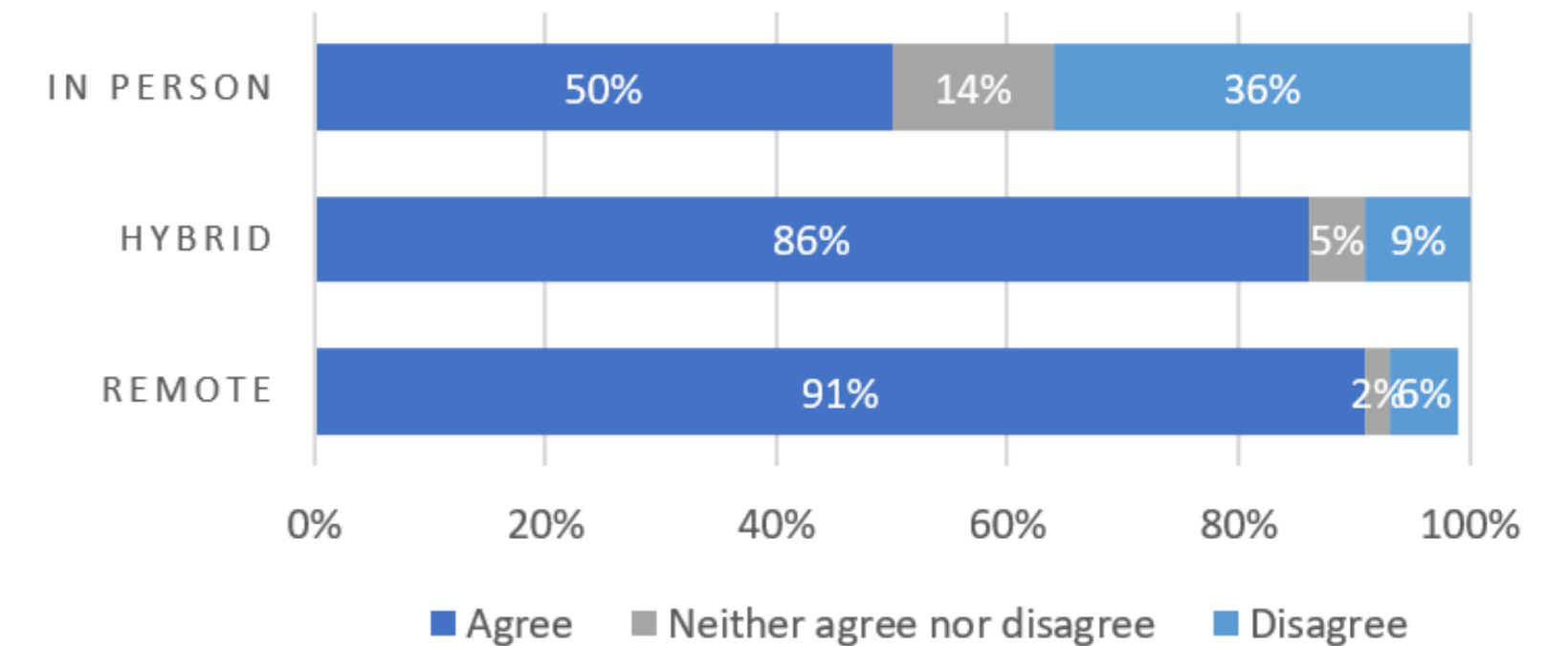
- **36%** of predominantly on campus workers do not feel connected to their peers when working from home
- **50%** of on campus workers did not feel connected to their peers, when their peers work from home

Opportunity: Develop training offerings that better define "how to hybrid" to ensure equity, fair division of labor across teams, and to enhance the marketplace for ideas, communication, productivity, and connectivity.

I FEEL CONNECTED TO MY COWORKERS/TEAM WHEN THEY WORK REMOTELY OR HYBRID.



I FEEL CONNECTED TO MY COWORKERS/TEAM WHEN I WORK REMOTELY OR HYBRID.

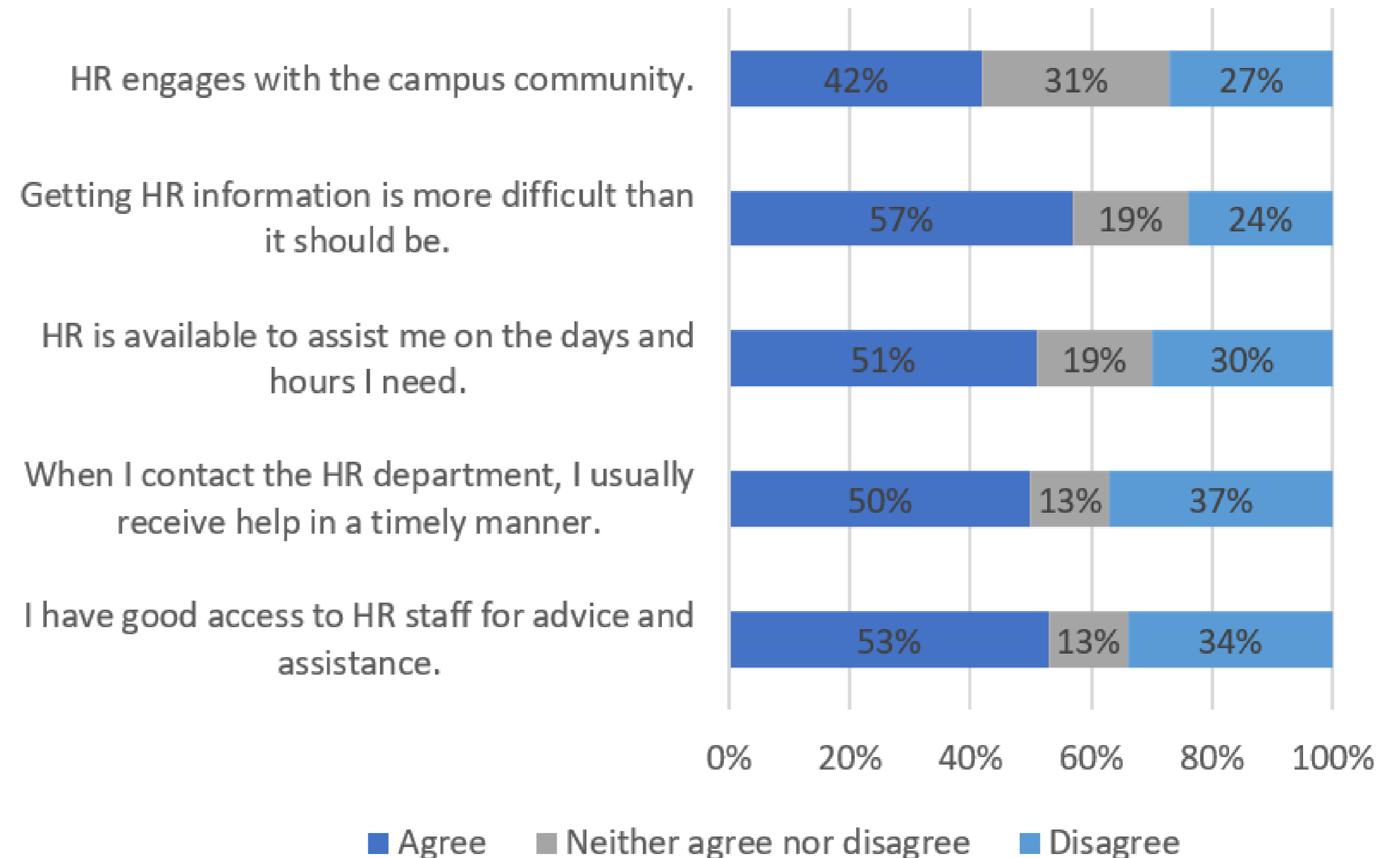


HR Accessibility and Availability

- **37%** - HR service was not delivered in a timely manner when it was needed

Opportunity: Review HR issue/request intake procedures. Utilize issue tracking technology, as appropriate, to commit to and track response time. Ensure availability when employees need us.

HR Accessibility/Availability

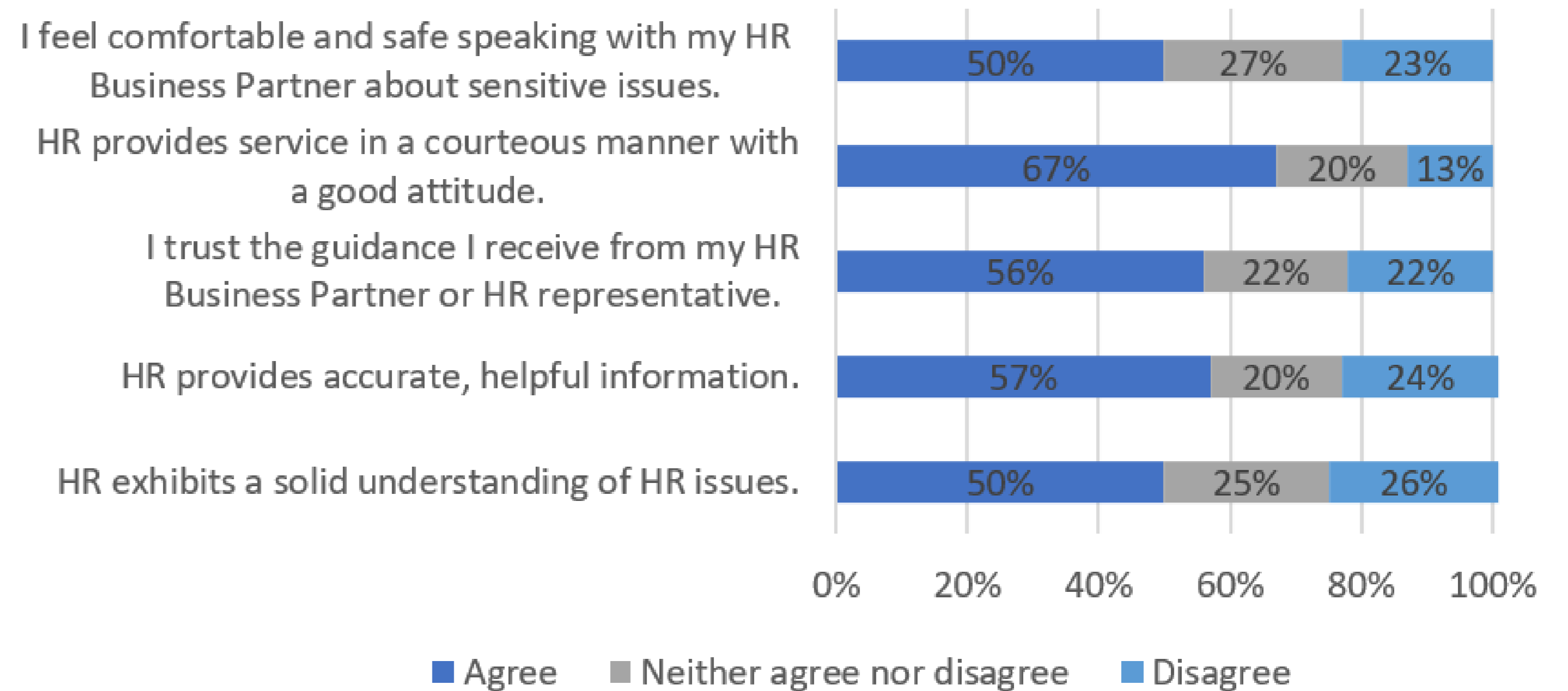


Quality of Service

- **52%** - HR provides information that is accurate the first time around
- **50%** - HR exhibits a solid understanding of HR issues
- **23%** - Not comfortable speaking to HRBP
- **22%** - Do not trust the guidance they receive from HRBP or HR Representative.
- **49** free text comments mention frustration/confusion around the HRBP model.

Opportunity: Communicate HR level of expertise. Review HR Business Partner model to determine areas critical to increasing trust between the HR team and staff and faculty of the College.

HR Quality of Service

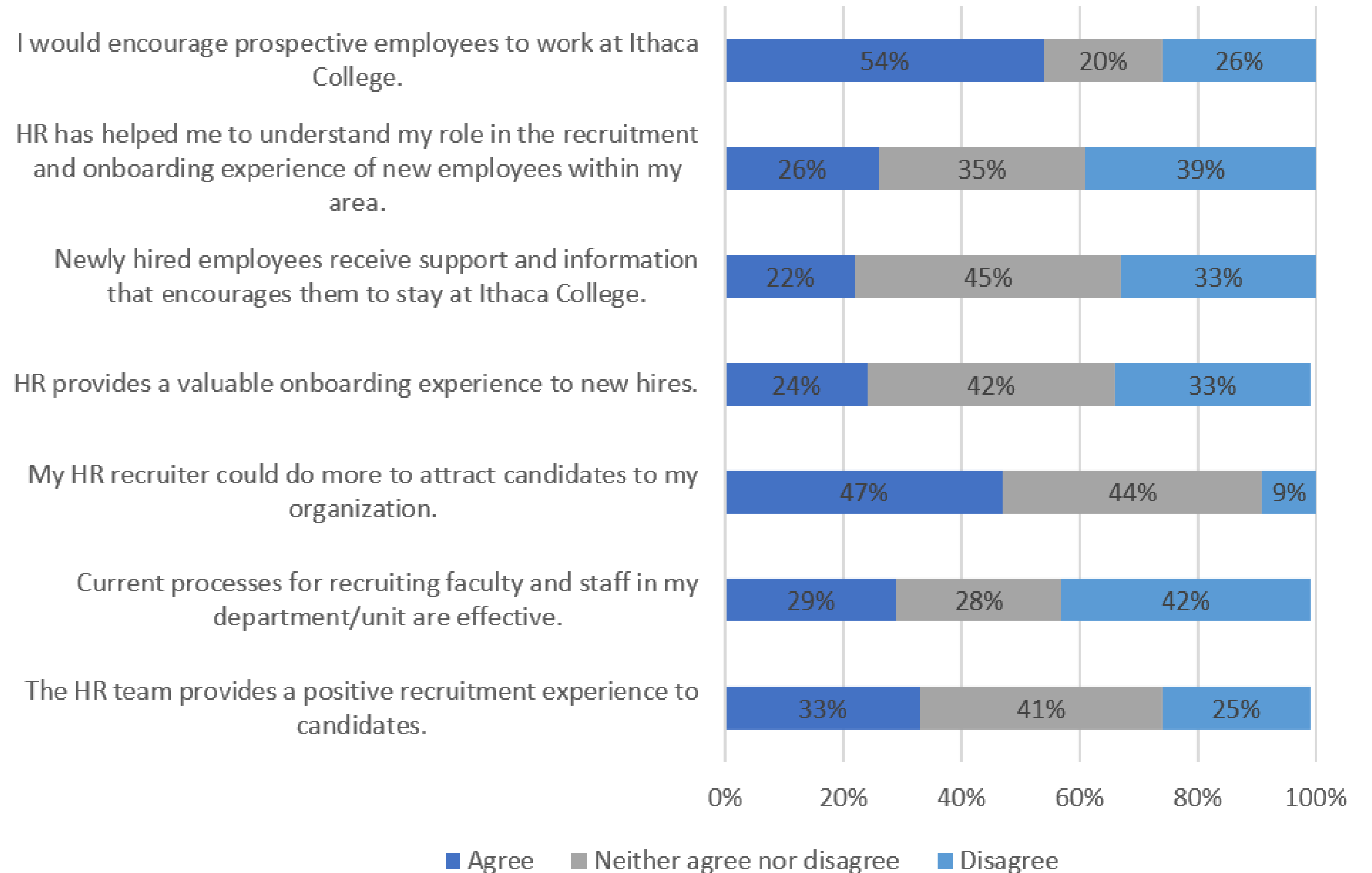


Recruiting, Onboarding, and Employment

- **54%** - Would encourage prospective employees to work at IC.
- **26%** - Understand their role in the recruitment/onboarding experience of new employees in their area
- **33%** - Believe new hires do not receive support/information that helps them stay at the College
- **47%** - Believe HR Recruiter could do more to attract/retain talent in their area

Opportunity: Increase training and communication to support the recruitment and onboarding efforts of new employees. Increase communication and resources available for employees and supervisors regarding the role they play in the recruitment/onboarding of new talent.

Recruitment, Onboarding, Employment

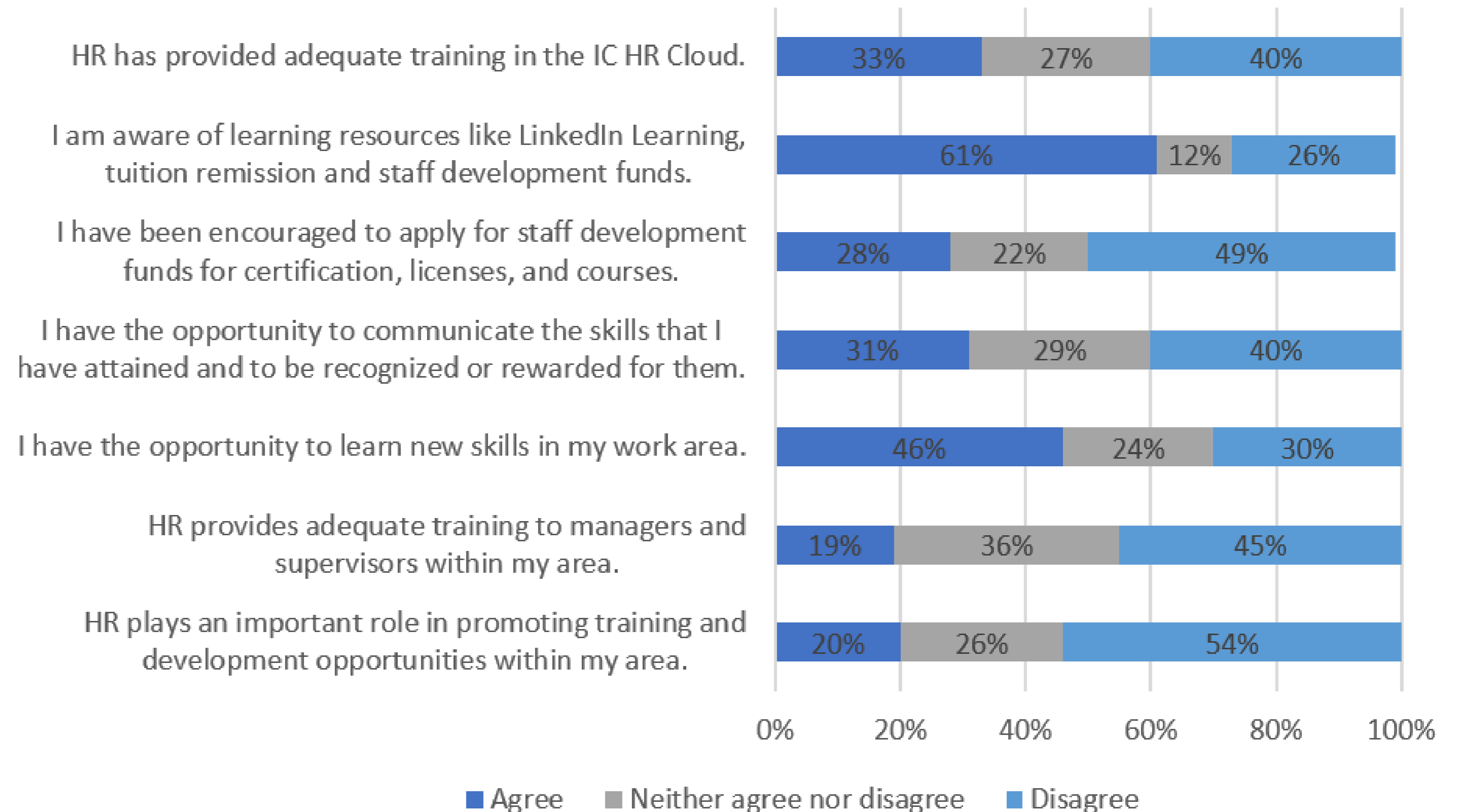


Training and Development

- **20%** - Believe HR plays an important role in training and development
- **19%** - Believe HR provides adequate training to managers and supervisors
- **40%** - Have not received adequate training in IC HR Cloud.
- **40%** - Believe they do not have the opportunity to communicate acquired skills or to be rewarded for them.

Opportunity: Place a larger focus on training and development – increase opportunities and resources, communicate and highlight the range of development offerings offered by IC. Connect development with employee rewards, recognition, and job progression.

Training and Development



Total Rewards

- **30%** - Believe Benefits has not provided adequate resources for retirement planning.
- **24%** - Believe Benefits has not provided clear information to lead to best benefits decisions.
- Frustration with dental plan coverage changes & communication mentioned in **36** separate free text comments.

Opportunity: Review benefits, compensation, and payroll communications, and promote wellness tools (like Sanvello, WellCents, NFP) to ensure employees have multiple avenues for receiving the best guidance and support when making decisions about their futures.

Total Rewards: Payroll, Compensation, Benefits

