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

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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.

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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

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Survey Participation by Campus Organization

HR Effectiveness Survey Participation by Campus Organization
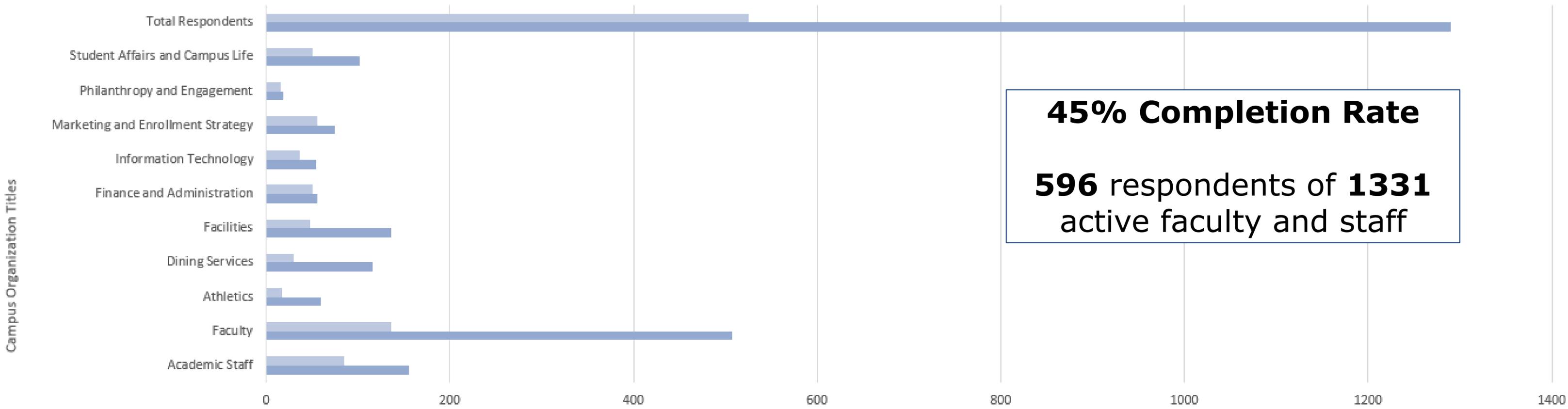
45% Completion Rate

596 respondents of **1331** active faculty and staff

Campus Organization Titles

(bar chart, x-axis: 0, 200, 400, 600, 800, 1000, 1200, 1400)

	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

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Percentage of Respondents by Campus Organization

Percentage of Respondents by Campus Organization

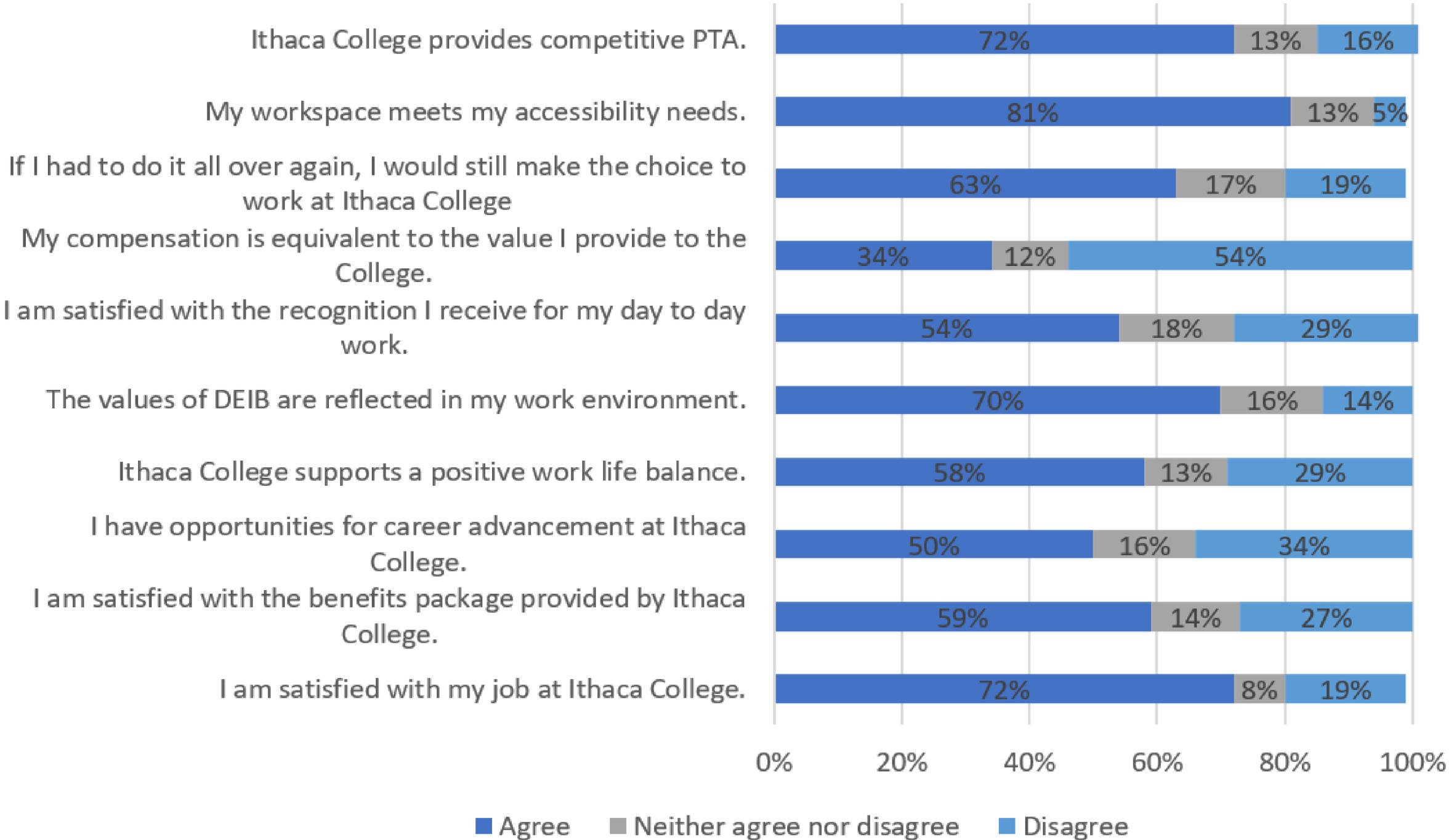| Campus Organization	Percentage
Student Affairs and Campus Life	50%
Philanthropy and Engagement	84%
Marketing and Enrollment Strategy	75%
Information Technology	69%
Finance and Administration	86%
Facilities	35%
Dining Services	26%
Athletics	29%
Faculty	27%
Academic Staff	54%

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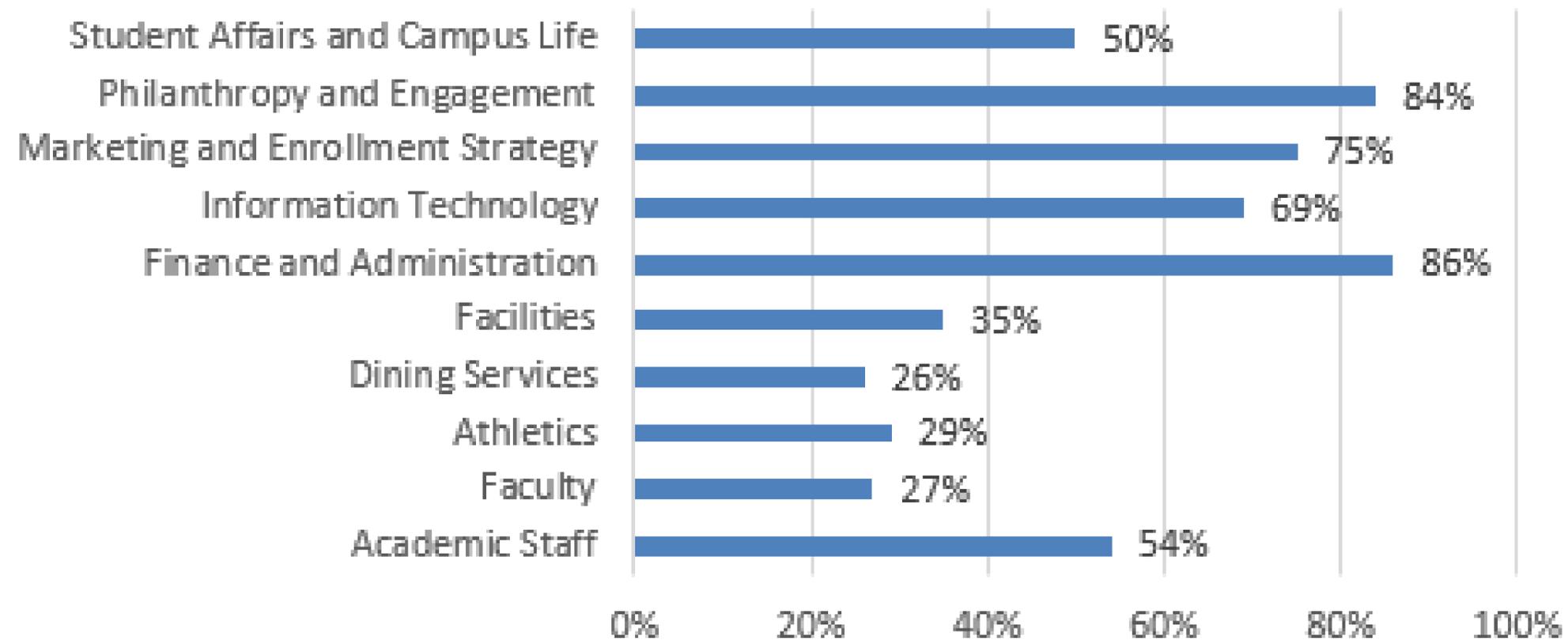
Awardco Winners

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

Statement	Agree	Neither agree nor disagree	Disagree
Ithaca College provides competitive PTA.	72%	13%	16%
My workspace meets my accessibility needs.	81%	13%	5%
If I had to do it all over again, I would still make the choice to work at Ithaca College	63%	17%	19%
My compensation is equivalent to the value I provide to the College.	34%	12%	54%
I am satisfied with the recognition I receive for my day to day work.	54%	18%	29%
The values of DEIB are reflected in my work environment.	70%	16%	14%
Ithaca College supports a positive work life balance.	58%	13%	29%
I have opportunities for career advancement at Ithaca College.	50%	16%	34%
I am satisfied with the benefits package provided by Ithaca College.	59%	14%	27%
I am satisfied with my job at Ithaca College.	72%	8%	19%

■ Agree   ■ Neither agree nor disagree   ■ Disagree

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Employee Job Satisfaction

I am satisfied with my job at Ithaca College.

- 19% Disagree
- 8% Neither agree nor disagree
- 72% Agree
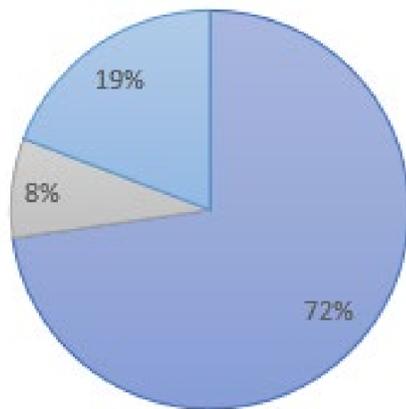
Legend: Agree ■ Neither agree nor disagree ■ Disagree

The values of DEIB are reflected in my work environment.

- 14% Disagree
- 16% Neither agree nor disagree
- 70% Agree
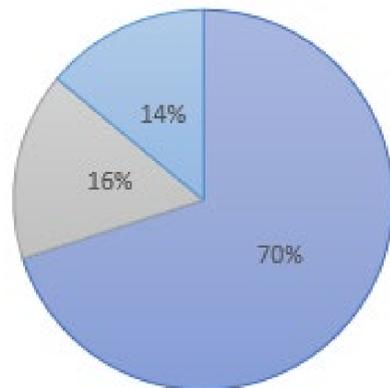
Legend: Agree ■ Neither agree nor disagree ■ Disagree

Job Satisfaction by Seniority Range

Seniority Range	Agree	Neither agree nor disagree	Disagree
31+ Years	79%	11%	11%
21-30 Years	72%	8%	19%
11-20 Years	64%	11%	25%
6-10 Years	71%	5%	25%
3-5 Years	78%	7%	15%
1-2 Years	78%	10%	10%
Less than 1 year	88%	6%	6%

Legend: ■ Agree ■ Neither agree nor disagree ■ Disagree

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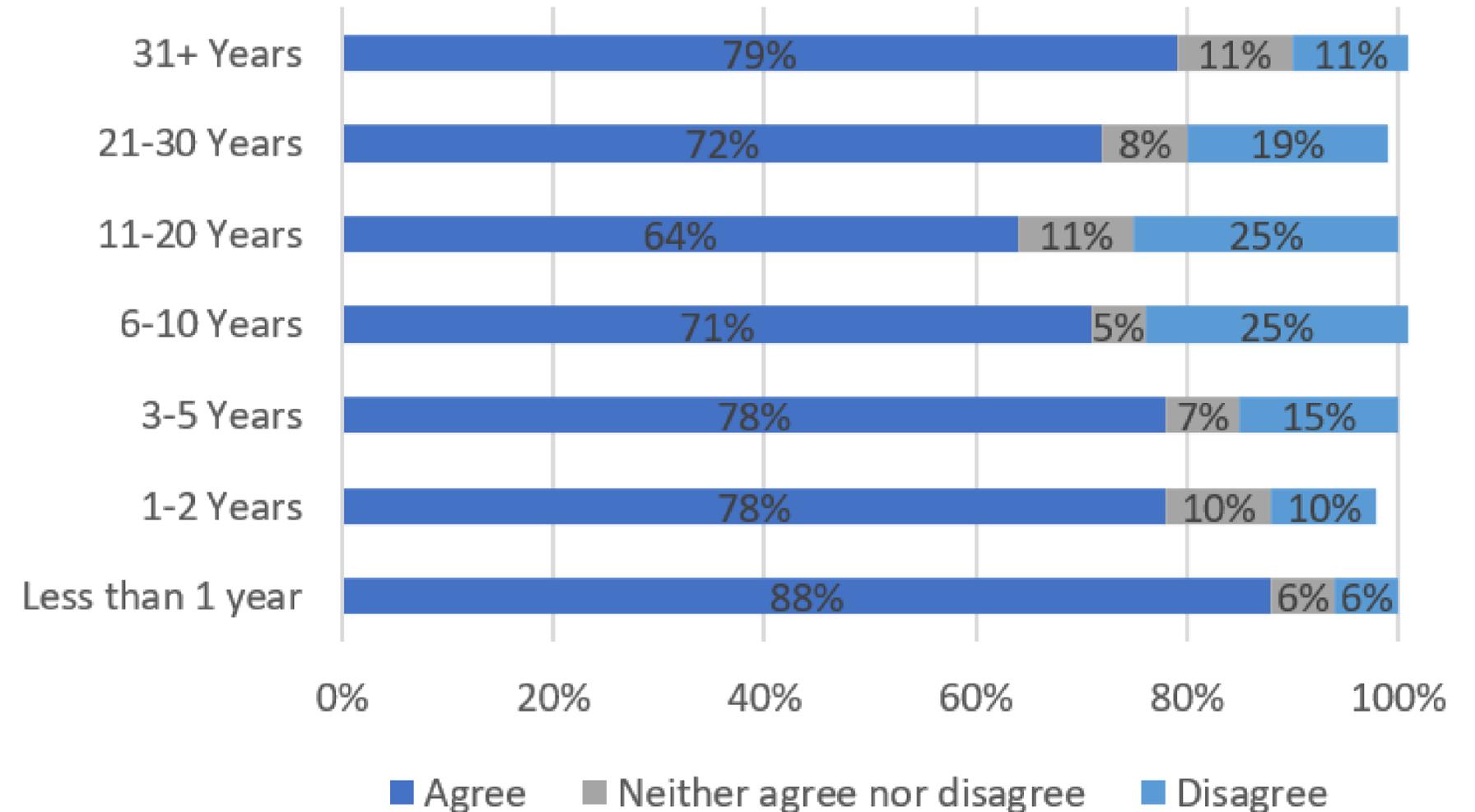
Lagging Results

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

My compensation is equivalent to the value I provide to the College.
- 54%
- 12%
- 34%

I am satisfied with the recognition I receive for my day to day work.
- 29%
- 18%
- 54%

Ithaca College supports a positive work life balance.
- 29%
- 13%
- 58%

I have opportunities for career advancement at Ithaca College.
- 34%
- 16%
- 50%

0% 10% 20% 30% 40% 50% 60% 70%

■ Disagree ■ Neither agree nor disagree ■ Agree

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A Flexible World

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

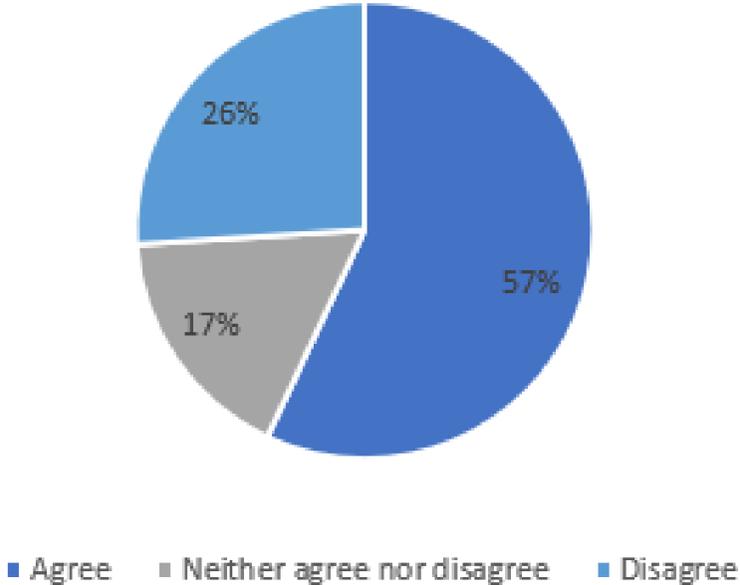If my role allows, I wish to work remotely in the future.

- Agree
- Neither agree nor disagree
- Disagree

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. | 59% | 9% | 31% |
| I FEEL CONNECTED TO MY COWORKERS/TEAM WHEN I WORK REMOTELY OR HYBRID. | 68% | 10% | 23% |

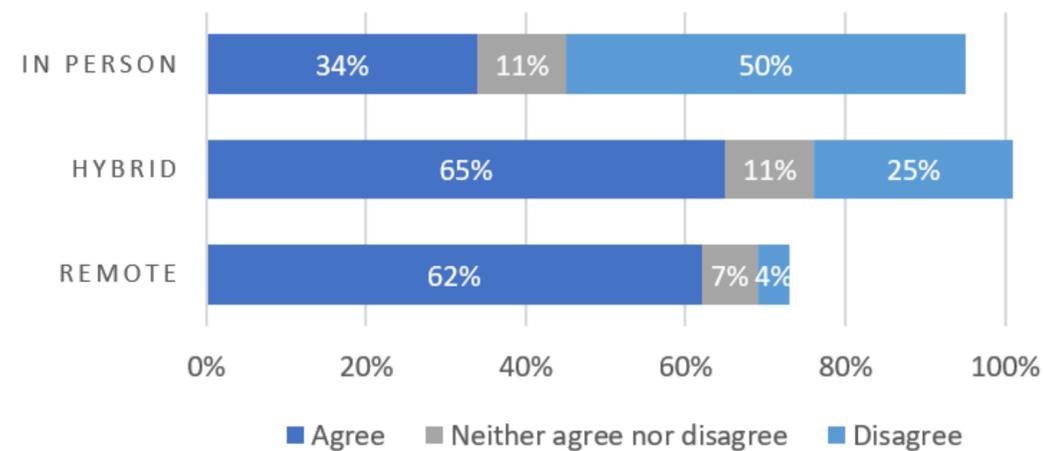*Opportunity:* *Invest in the promotion of agile and flexible work environments when appropriate – ensuring that service offerings and the workplace community support employees in hybrid and remote environments, while also ensuring that employees who predominantly report on campus do not receive the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

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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.

	Agree	Neither agree nor disagree	Disagree
IN PERSON	34%	11%	50%
HYBRID	65%	11%	25%
REMOTE	62%	7%	4%

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

	Agree	Neither agree nor disagree	Disagree
IN PERSON	50%	14%	36%
HYBRID	86%	5%	9%
REMOTE	91%	2%	6%
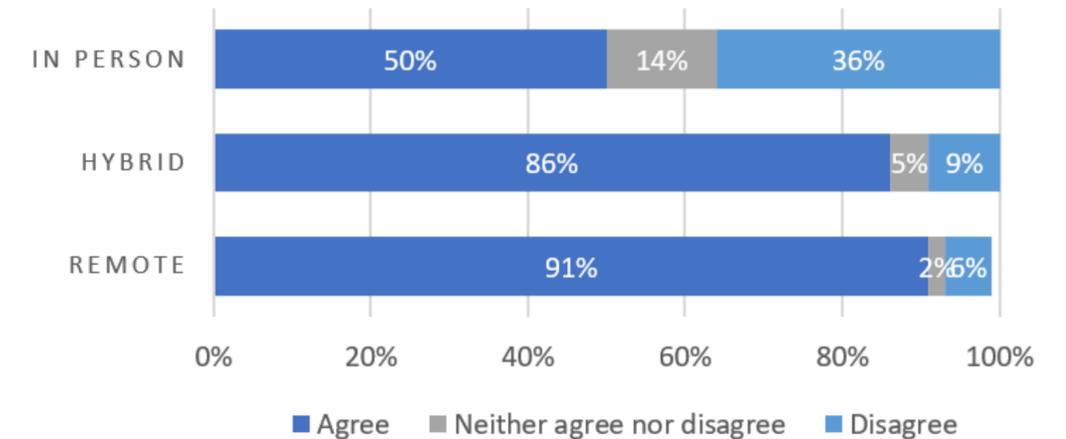
HR Accessibility and Availability

➢ **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

Statement	Agree	Neither agree nor disagree	Disagree
HR engages with the campus community.	42%	31%	27%
Getting HR information is more difficult than it should be.	57%	19%	24%
HR is available to assist me on the days and hours I need.	51%	19%	30%
When I contact the HR department, I usually receive help in a timely manner.	50%	13%	37%
I have good access to HR staff for advice and assistance.	53%	13%	34%

■ Agree ■ Neither agree nor disagree ■ Disagree

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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

Statement	Agree	Neither agree nor disagree	Disagree
I feel comfortable and safe speaking with my HR Business Partner about sensitive issues.	50%	27%	23%
HR provides service in a courteous manner with a good attitude.	67%	20%	13%
I trust the guidance I receive from my HR Business Partner or HR representative.	56%	22%	22%
HR provides accurate, helpful information.	57%	20%	24%
HR exhibits a solid understanding of HR issues.	50%	25%	26%

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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
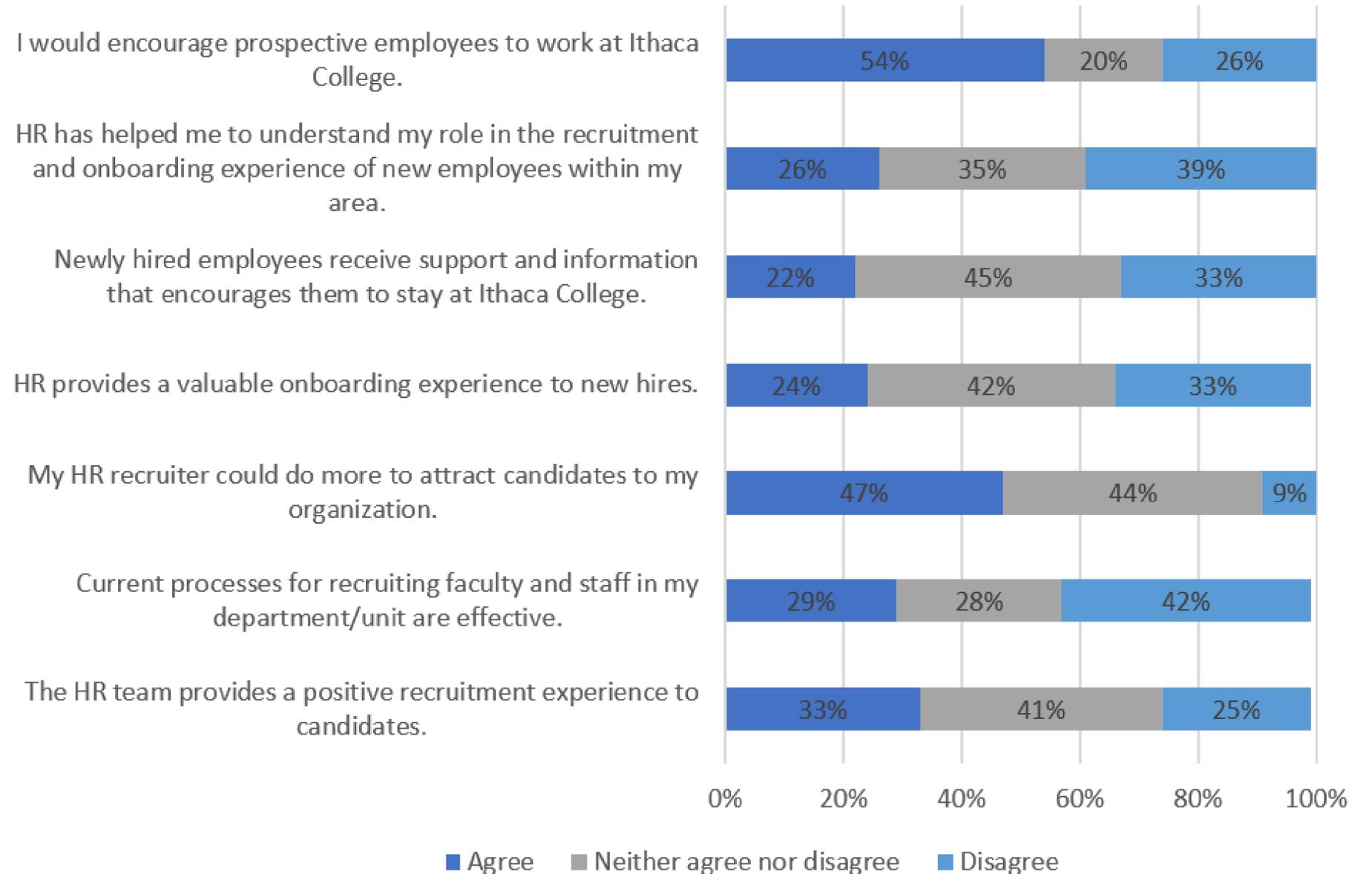➢ **47%** - Believe HR Recruiter could do more to attract/retain talent in their area

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

Statement	Agree	Neither agree nor disagree	Disagree
I would encourage prospective employees to work at Ithaca College.	54%	20%	26%
HR has helped me to understand my role in the recruitment and onboarding experience of new employees within my area.	26%	35%	39%
Newly hired employees receive support and information that encourages them to stay at Ithaca College.	22%	45%	33%
HR provides a valuable onboarding experience to new hires.	24%	42%	33%
My HR recruiter could do more to attract candidates to my organization.	47%	44%	9%
Current processes for recruiting faculty and staff in my department/unit are effective.	29%	28%	42%
The HR team provides a positive recruitment experience to candidates.	33%	41%	25%

■ Agree ■ Neither agree nor disagree ■ Disagree
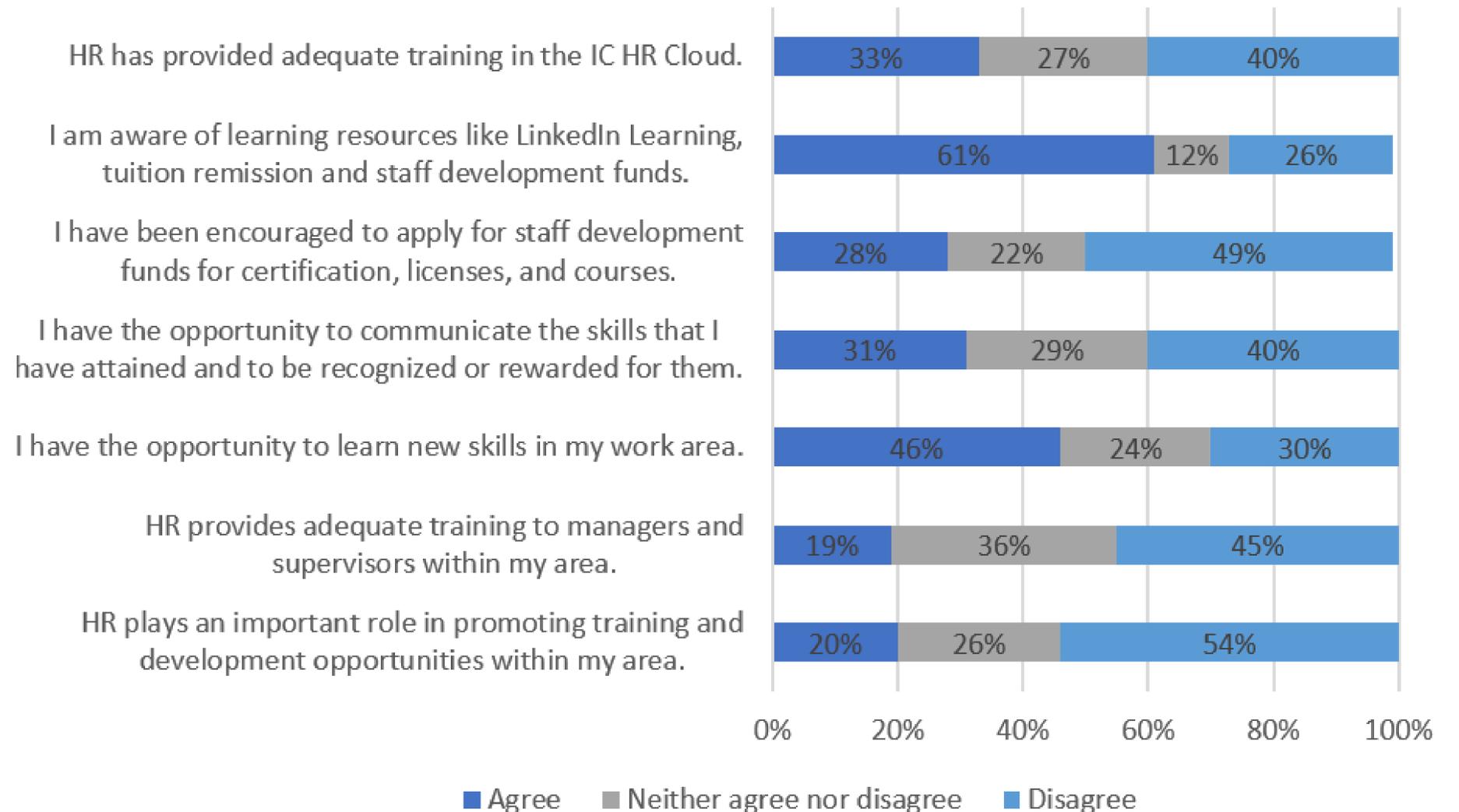
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Training and Development

- ➢ **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

Question	Agree	Neither agree nor disagree	Disagree
HR has provided adequate training in the IC HR Cloud.	33%	27%	40%
I am aware of learning resources like LinkedIn Learning, tuition remission and staff development funds.	61%	12%	26%
I have been encouraged to apply for staff development funds for certification, licenses, and courses.	28%	22%	49%
I have the opportunity to communicate the skills that I have attained and to be recognized or rewarded for them.	31%	29%	40%
I have the opportunity to learn new skills in my work area.	46%	24%	30%
HR provides adequate training to managers and supervisors within my area.	19%	36%	45%
HR plays an important role in promoting training and development opportunities within my area.	20%	26%	54%

■ Agree   ■ Neither agree nor disagree   ■ Disagree

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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

Statement	Agree	Neither agree nor disagree	Disagree
I know how to access my benefits provided by the College.	80%	10%	10%
My payslips, compensation statement(s), and benefits notices provide transparent information about the total rewards offered by Ithaca College.	78%	13%	9%
Payroll Services efficiently processes my pay each pay period.	89%	6%	5%
The IC Benefits program promotes employee and workplace wellness.	52%	25%	23%
The Benefits team has provided me with information and resources so that I can make the most proactive decisions about retirement planning.	50%	21%	30%
The Benefits Open Enrollment process makes sense to me.	69%	12%	19%
I have received clear information that has allowed me to make the best benefits decisions.	62%	15%	24%

■ Agree   ■ Neither agree nor disagree   ■ Disagree

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