
Working At Iowa Survey

University 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
Faculty	1599	25.1	967	22.2	60.5
PS/SEIU	3491	54.8	2738	63.0	78.4
MSE/Merit	1280	20.1	644	14.8	50.3
Total	6370	100.0	4349	100.0	68.3

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	640	10.0	391	9.0	61.1
31-40	1482	23.3	998	22.9	67.3
41-50	1548	24.3	1069	24.6	69.1
51-60	1615	25.4	1166	26.8	72.2
61-70	990	15.5	667	15.3	67.4
71+	95	1.5	58	1.3	61.1

Distribution of Survey Respondents and Participation by Gender

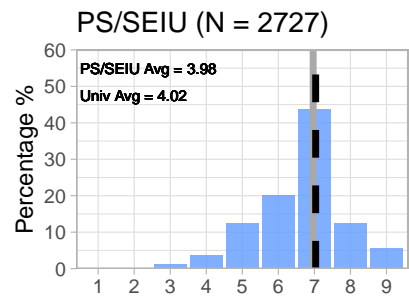
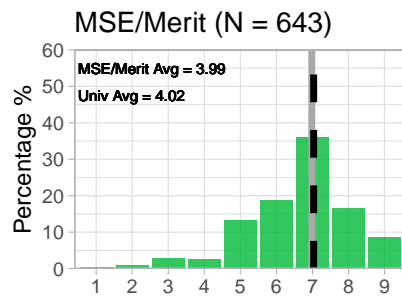
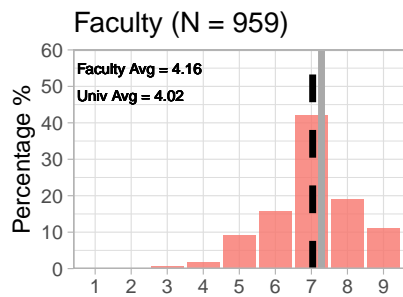
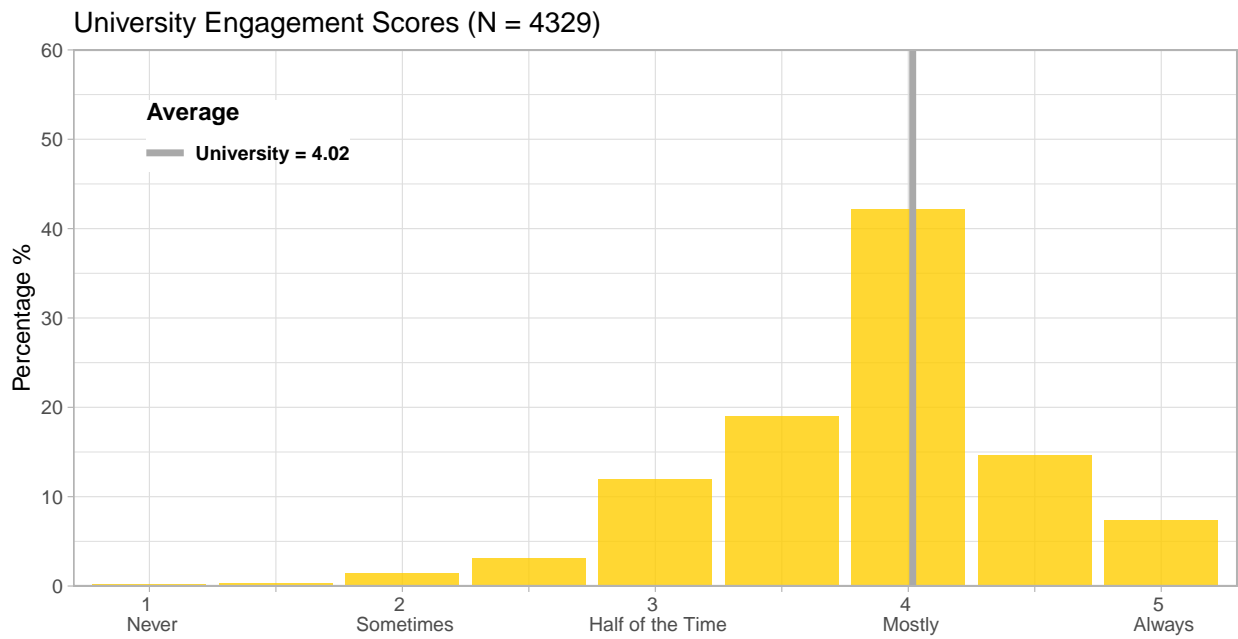
	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Female	3339	52.4	2505	57.6	75.0
Male	3031	47.6	1844	42.4	60.8

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 scale² 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.

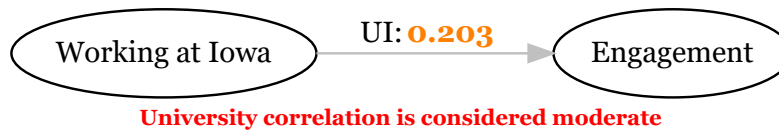


¹Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724.

²Crawford, 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.

Engagement and Working at Iowa

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 the UI. Recognize that efforts to maintain or improve a specific area might be important to UI for reasons other than engagement.

- **Bar Plot** - displays university mean on that statement.
1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Agree, 6=Strongly Agree.

Top Three Areas of Strength in UI

Q1: I know my work expectations

5.34

Q6: My supervisor treats me with respect

5.32

Q8: My unit focuses on excellent service

5.3

Three Areas of Improvement in UI

Q9: My unit distributes workloads fairly

4.28

Q18: UI recognizes accomplishments of faculty/staff

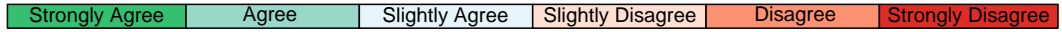
4.2

Q20: Promotion opportunities at UI

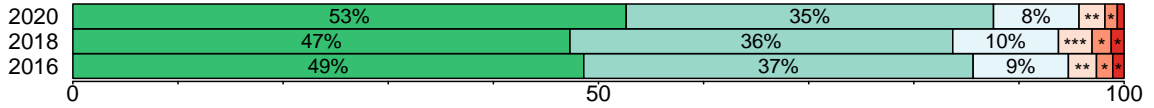
4.11

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

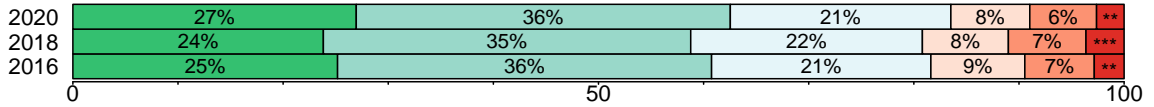
Survey Analysis - Trended Comparison 2016 - 2020



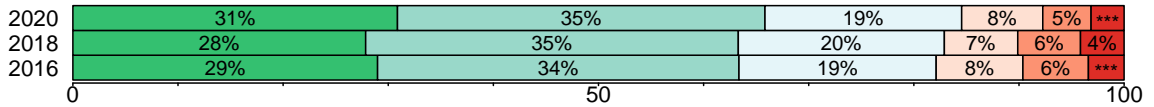
Q1: I know my work expectations



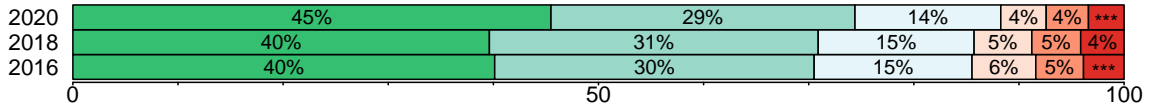
Q2: I receive work feedback regularly



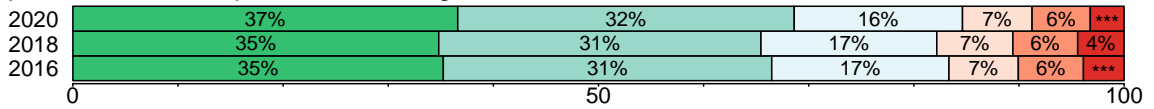
Q3: My supervisor's feedback is helpful



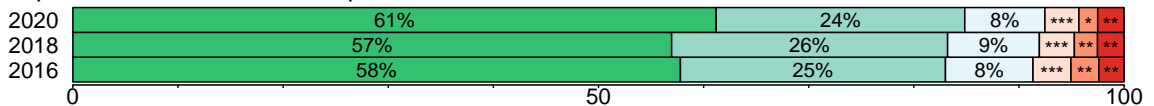
Q4: My supervisor acknowledges my good work



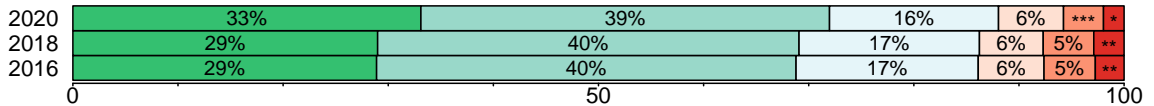
Q5: My professional development is encouraged



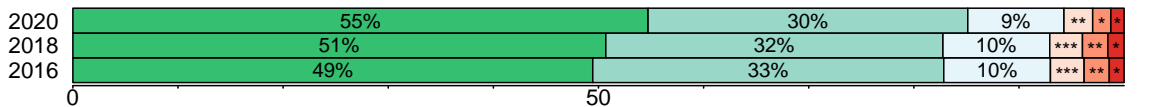
Q6: My supervisor treats me with respect



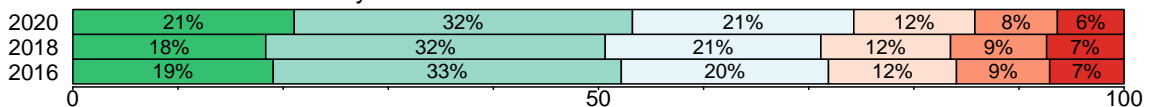
Q7: My unit goals are clear



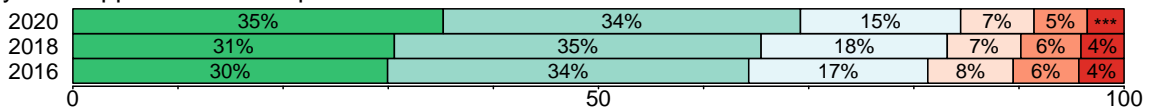
Q8: My unit focuses on excellent service



Q9: My unit distributes workloads fairly

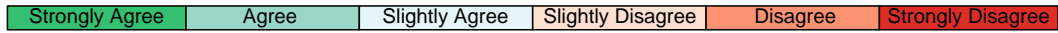


Q10: My unit supports work and personal life

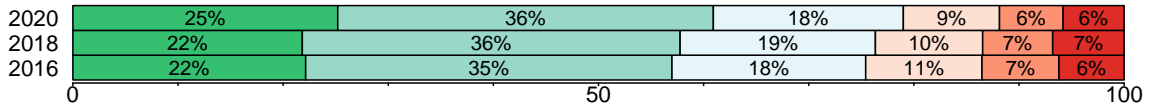


Response proportions less than 4% are displayed by asterisks with:

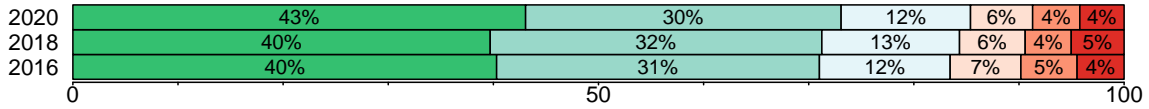
" " = <1%, * = 1%-2%, ** = 2%-3%, *** = 3%-4%



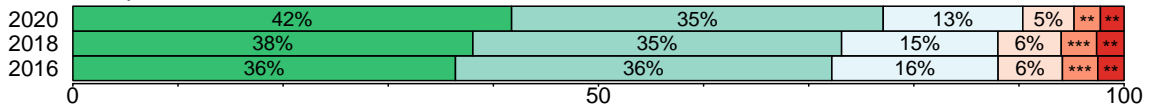
Q11: Constructive management of work conflicts



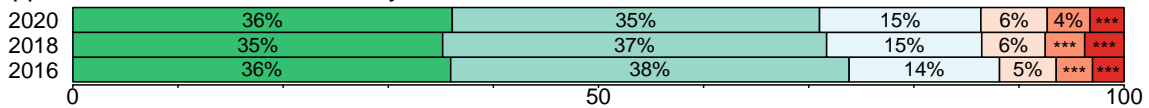
Q12: My supervisor is open to hearing concerns



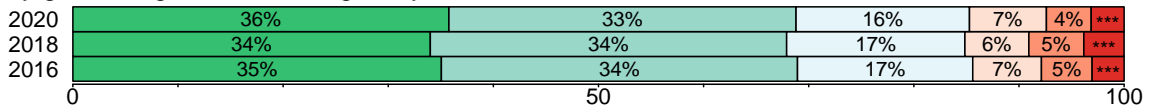
Q13: Civil and respectful coworkers



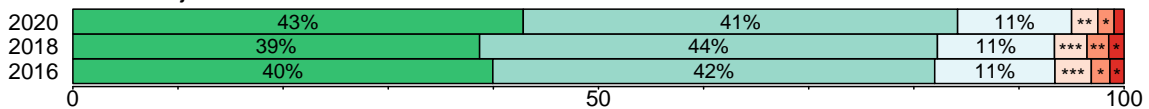
Q14: Supportive environment for diversity



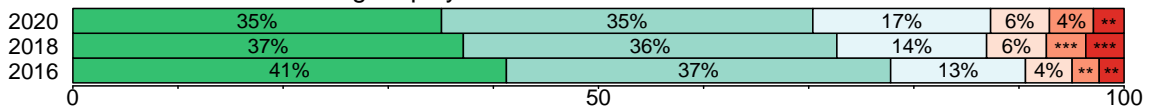
Q15: I say great things about working in my unit



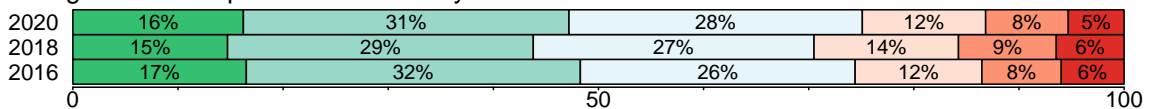
Q16: Understand how job fits overall mission of UI



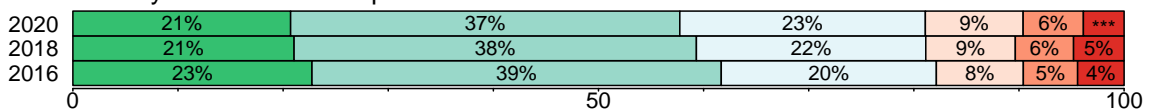
Q17: Recommend UI to friend seeking employment



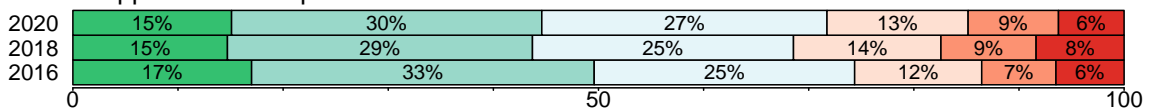
Q18: UI recognizes accomplishments of faculty and staff



Q19: UI treats faculty and staff with respect



Q20: There are opportunities for promotion at UI



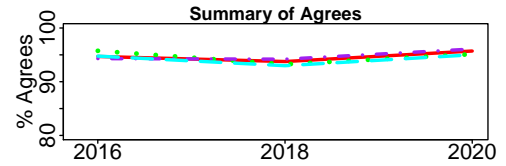
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Job Classification by Year - Percent Agrees Trended Comparisons

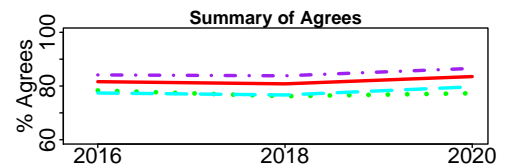
Q1: I know my work expectations

	Faculty	PS/SEIU	MSE/Merit	UI
2020	95%	96%	95%	96%
2018	93%	94%	93%	94%
2016	96%	94%	95%	95%



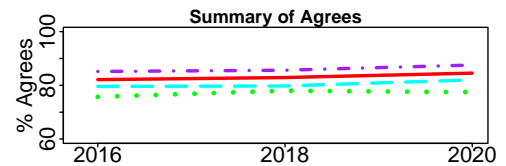
Q2: I receive work feedback regularly

	Faculty	PS/SEIU	MSE/Merit	UI
2020	77%	87%	80%	84%
2018	76%	84%	77%	81%
2016	78%	84%	77%	82%



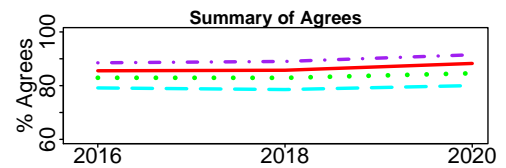
Q3: My supervisor's feedback is helpful

	Faculty	PS/SEIU	MSE/Merit	UI
2020	77%	88%	82%	85%
2018	78%	86%	80%	83%
2016	76%	85%	80%	82%



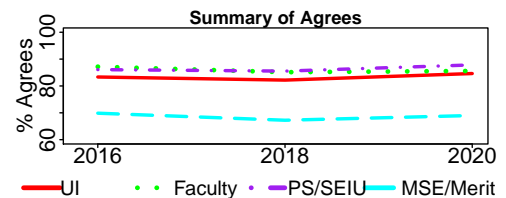
Q4: My supervisor acknowledges my good work

	Faculty	PS/SEIU	MSE/Merit	UI
2020	85%	91%	80%	88%
2018	83%	89%	79%	86%
2016	83%	89%	79%	86%



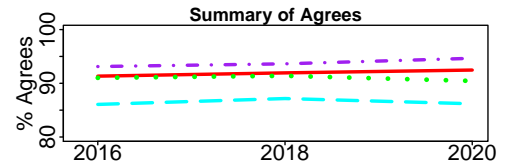
Q5: My professional development is encouraged

	Faculty	PS/SEIU	MSE/Merit	UI
2020	86%	88%	69%	85%
2018	85%	86%	67%	82%
2016	87%	86%	70%	83%



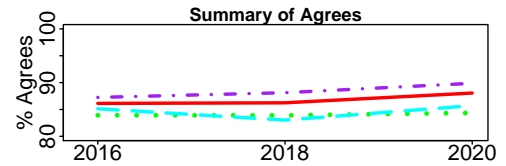
Q6: My supervisor treats me with respect

	Faculty	PS/SEIU	MSE/Merit	UI
2020	90%	95%	86%	92%
2018	91%	94%	87%	92%
2016	91%	93%	86%	91%



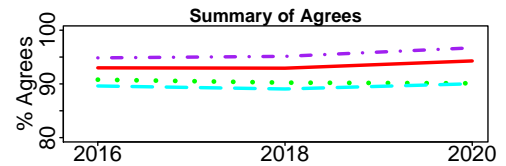
Q7: My unit goals are clear

	Faculty	PS/SEIU	MSE/Merit	UI
2020	84%	90%	86%	88%
2018	84%	88%	83%	86%
2016	84%	87%	85%	86%



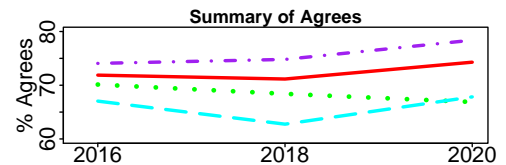
Q8: My unit focuses on excellent service

	Faculty	PS/SEIU	MSE/Merit	UI
2020	90%	97%	90%	94%
2018	90%	95%	89%	93%
2016	91%	95%	90%	93%



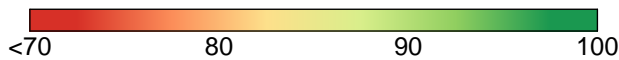
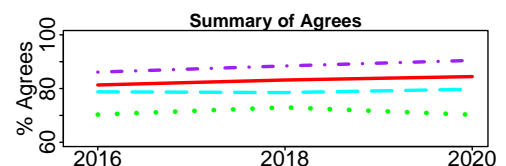
Q9: My unit distributes workloads fairly

	Faculty	PS/SEIU	MSE/Merit	UI
2020	67%	78%	68%	74%
2018	68%	75%	63%	71%
2016	70%	74%	67%	72%



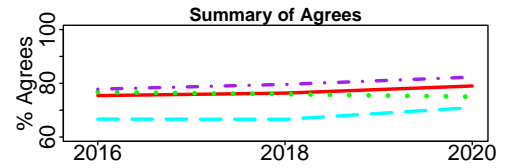
Q10: My unit supports work and personal life

	Faculty	PS/SEIU	MSE/Merit	UI
2020	70%	90%	80%	84%
2018	73%	88%	79%	83%
2016	70%	86%	79%	81%



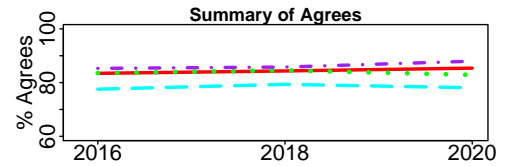
Q11: Constructive management of work conflicts

	Faculty	PS/SEIU	MSE/Merit	UI
2020	75%	82%	71%	79%
2018	76%	80%	67%	76%
2016	77%	78%	67%	75%



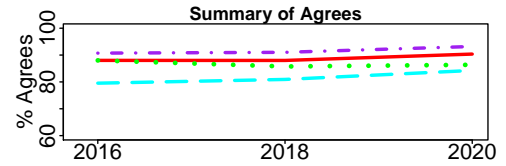
Q12: My supervisor is open to hearing concerns

	Faculty	PS/SEIU	MSE/Merit	UI
2020	83%	88%	78%	85%
2018	85%	86%	79%	84%
2016	84%	85%	78%	83%



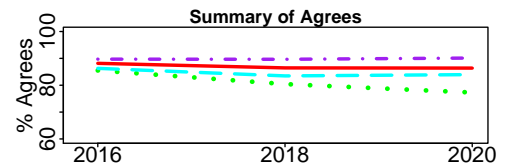
Q13: Civil and respectful coworkers

	Faculty	PS/SEIU	MSE/Merit	UI
2020	86%	93%	84%	90%
2018	86%	91%	81%	88%
2016	88%	91%	80%	88%



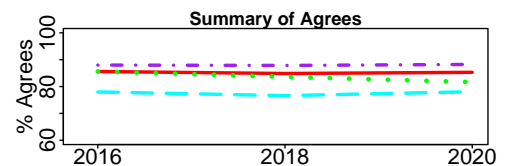
Q14: Supportive environment for diversity

	Faculty	PS/SEIU	MSE/Merit	UI
2020	77%	90%	84%	86%
2018	80%	90%	83%	86%
2016	86%	90%	86%	88%



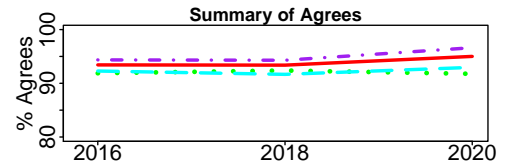
Q15: I say great things about working in my unit

	Faculty	PS/SEIU	MSE/Merit	UI
2020	82%	88%	78%	85%
2018	84%	88%	77%	85%
2016	86%	88%	78%	86%



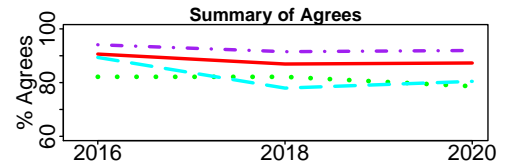
Q16: Understand how job fits overall mission of UI

	Faculty	PS/SEIU	MSE/Merit	UI
2020	92%	97%	93%	95%
2018	92%	94%	92%	93%
2016	92%	94%	92%	93%



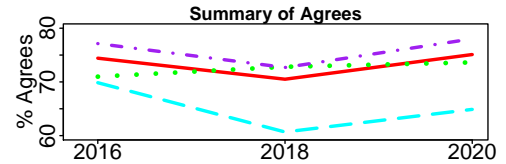
Q17: Recommend UI to friend seeking employment

	Faculty	PS/SEIU	MSE/Merit	UI
2020	79%	92%	80%	87%
2018	82%	92%	78%	87%
2016	82%	94%	89%	91%



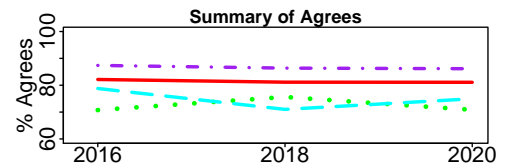
Q18: UI recognizes accomplishments of faculty and staff

	Faculty	PS/SEIU	MSE/Merit	UI
2020	74%	78%	65%	75%
2018	73%	73%	61%	71%
2016	71%	77%	70%	74%



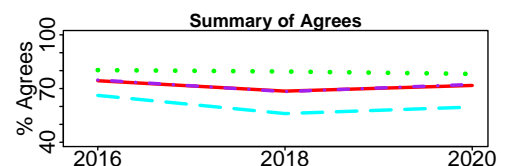
Q19: UI treats faculty and staff with respect

	Faculty	PS/SEIU	MSE/Merit	UI
2020	71%	86%	75%	81%
2018	76%	86%	71%	81%
2016	71%	87%	79%	82%



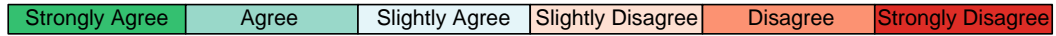
Q20: There are opportunities for promotion at UI

	Faculty	PS/SEIU	MSE/Merit	UI
2020	78%	72%	60%	72%
2018	80%	68%	56%	69%
2016	80%	75%	66%	74%

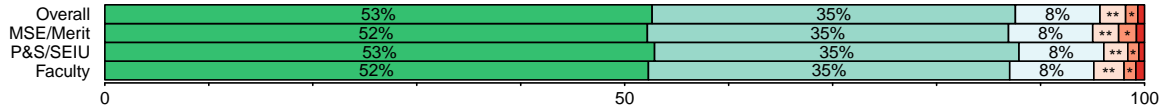


— UI • Faculty • PS/SEIU - - - MSE/Merit

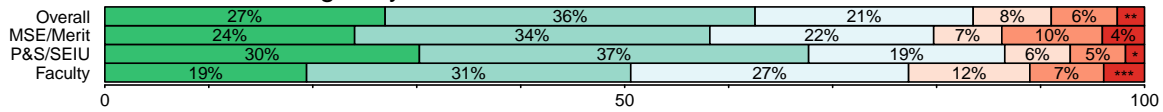
Survey Analysis - Snapshot Results for 2020 by Job Category



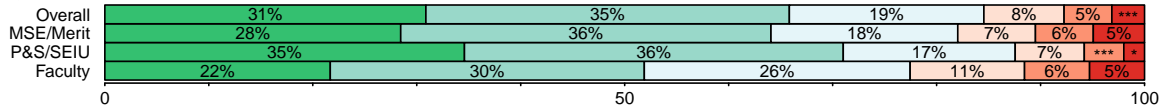
Q1: I know my work expectations



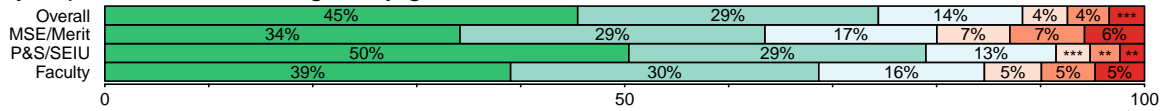
Q2: I receive work feedback regularly



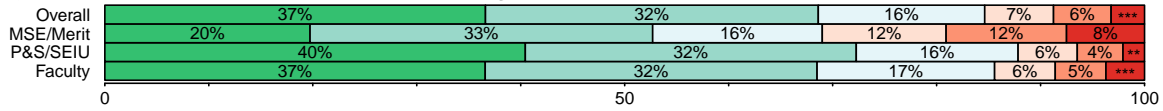
Q3: My supervisor's feedback is helpful



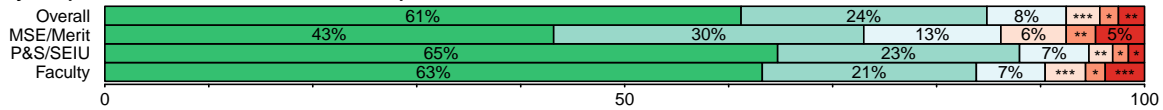
Q4: My supervisor acknowledges my good work



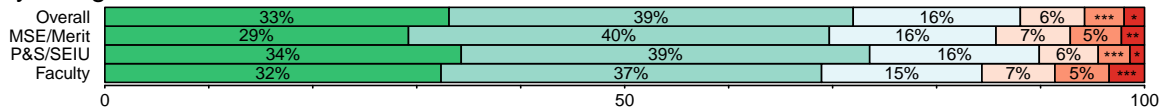
Q5: My professional development is encouraged



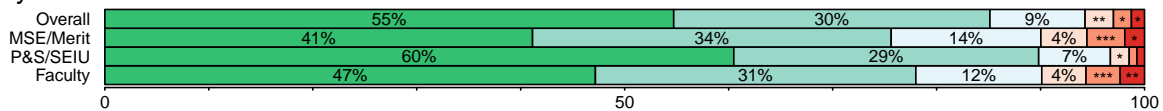
Q6: My supervisor treats me with respect



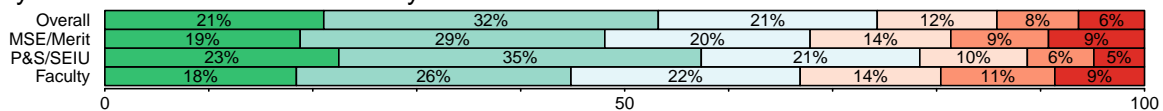
Q7: My unit goals are clear



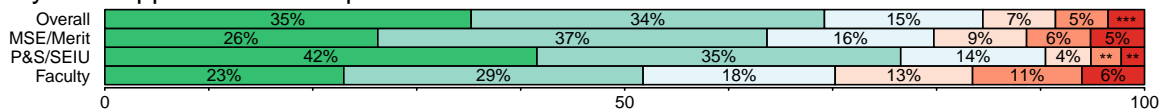
Q8: My unit focuses on excellent service



Q9: My unit distributes workloads fairly



Q10: My unit supports work and personal life

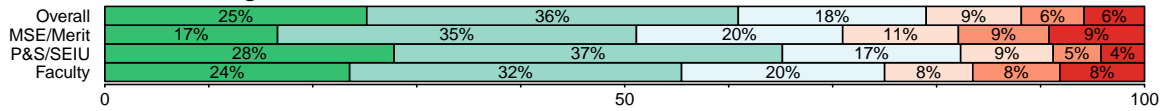


Response proportions less than 4% are displayed by asterisks with:

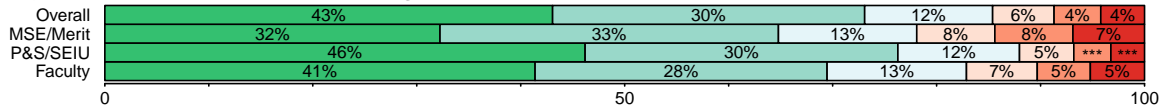
"" = <1%, * = 1%-2%, ** = 2%-3%, *** = 3%-4%



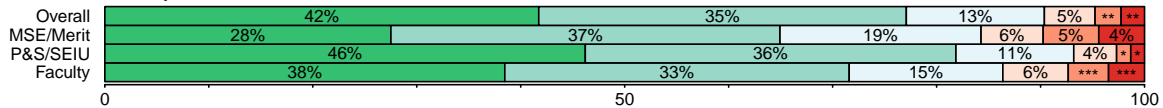
Q11: Constructive management of work conflicts



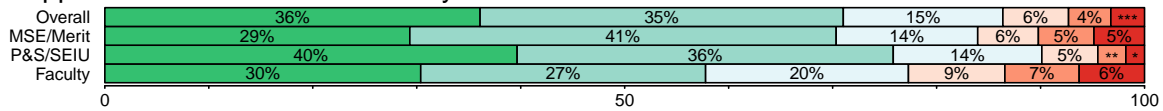
Q12: My supervisor is open to hearing concerns



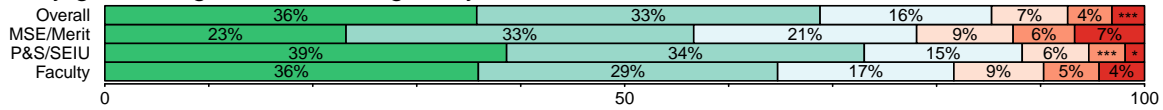
Q13: Civil and respectful coworkers



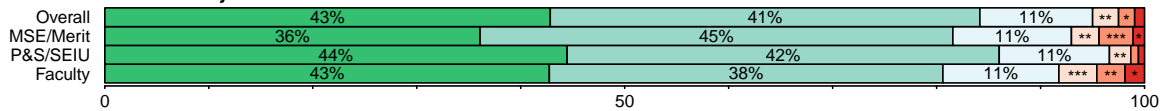
Q14: Supportive environment for diversity



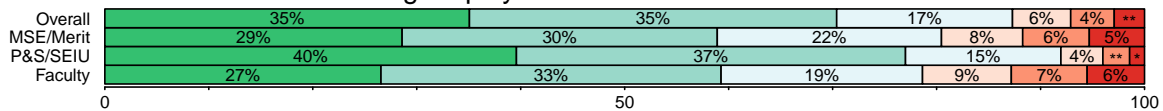
Q15: I say great things about working in my unit



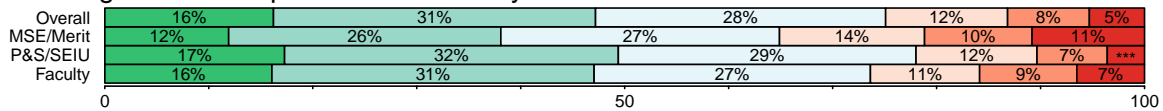
Q16: Understand how job fits overall mission of UI



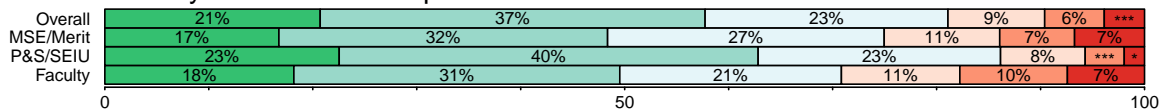
Q17: Recommend UI to friend seeking employment



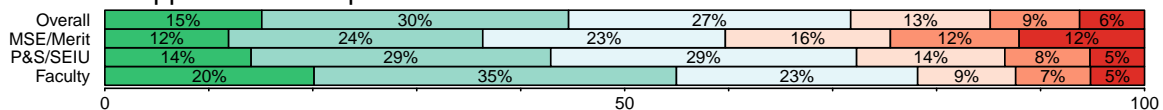
Q18: UI recognizes accomplishments of faculty and staff



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.