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# Working At Iowa Survey

## University Report

### November 2024

## Introduction

The Working at Iowa (WAI) survey aims to improve work environments and support university and departmental goals by measuring engagement and belonging. Survey responses help identify trends around strengths and opportunities for improvement that inform action planning. Beginning fall 2024, the WAI survey includes five belonging questions. These questions explore how belonging factors into the employee experience and capture a more holistic view of how employees perceive their work environment. University of Iowa Health Care collaborates with Press Ganey to conduct the UI Health Care Working at Iowa Survey, an engagement survey that allows benchmarking with similar institutions while also providing responses to 10 WAI questions.

## 2024: Changes from Previous WAI Surveys

Five new belonging questions included in the 2024 survey are:

- Q8. I can be my authentic self at work.
- Q13. I have a voice in decisions that affect the direction of my unit.
- Q18. I feel valued as a member of the team in my unit.
- Q22. I feel valued as an individual at the UI.
- Q23. The UI has a strong commitment to fostering a welcoming and respectful environment.

Minor wording changes have been made to the following questions for clarity:

- Q5. I am encouraged to allocate time to my professional development.
- Q7. I can speak about work-related concerns with my supervisor.
- Q17. Given the opportunity, I tell people great things about working in my unit.
- Q21. There are opportunities for me to pursue my career goals at the UI.

See technical notes for additional detail, including question number reference chart and prior question wording.

## Engagement Index

This report includes a measure of engagement, provided by Dr. Eean Crawford, a faculty member at the Tippie College of Business. This measure shows how personally connected people are to their jobs, including to what extent they give their full effort, pay close attention to their work, and care emotionally 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 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 compares the 2024 UI results to those from 2020 and 2022, excluding UI Health Care results for consistent data comparison. Color and shading illustrate the differences in survey responses across the six options (strongly agree, agree, slightly agree, slightly disagree, disagree, and strongly disagree). The survey data is a snapshot of a particular point in time, rather than tracking changes within a consistent cohort of respondents over time.

## 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. Post-survey action planning resources and contact information are available on the Working at Iowa Survey website: <https://hr.uiowa.edu/administrative-services/working-iowa>.

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## **Acknowledgements**

University Human Resources acknowledges the essential contributions to this report by Dr. Eean R. Crawford of the Tippie College of Business and the leadership of Dr. Jacob J. Oleson and the work of Jacob Clark of the Institute for Public Health Practice, Research and Policy in the College of Public Health. Their contributions to the design and production of the 2024 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	1612	24.4	879	21.1	54.5
PS	3843	58.1	2781	66.8	72.4
Merit	1154	17.5	503	12.1	43.6
Total	6609	100.0	4163	100.0	63.0

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	812	12.3	465	11.2	57.3
31-40	1556	23.5	971	23.3	62.4
41-50	1738	26.3	1130	27.1	65.0
51-60	1562	23.6	1030	24.7	65.9
61-70	825	12.5	501	12.0	60.7
71+	116	1.8	66	1.6	56.9

Distribution of Survey Respondents and Participation by Sex

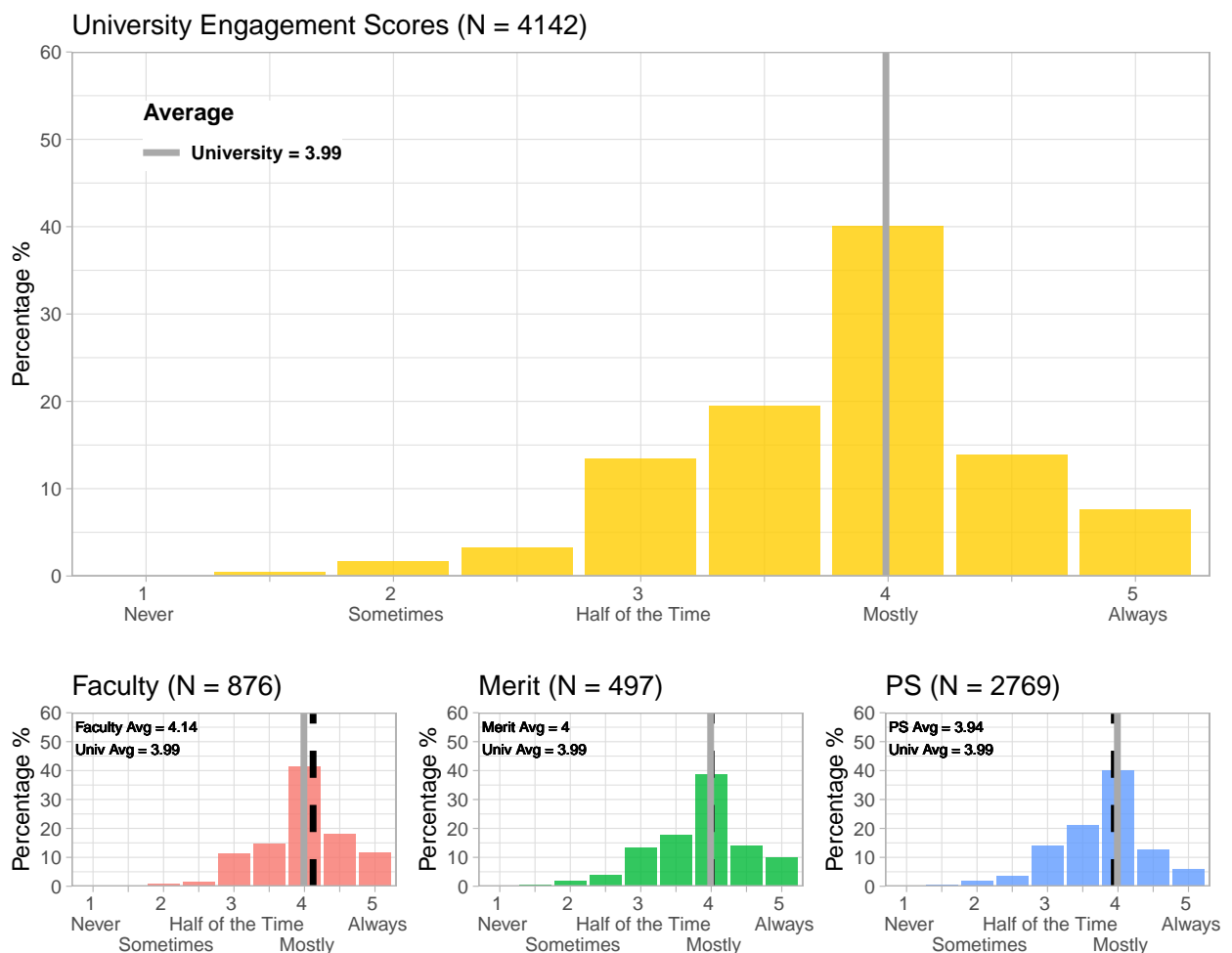
	Number in population	% of total in population	Number participated	% of total participated	% participated of number in population
Female	3530	53.4	2396	57.6	67.9
Male	3079	46.6	1767	42.4	57.4

## 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.<sup>1</sup> The Working at Iowa (WAI) Survey supports the engagement and productivity of university faculty and staff. To measure engagement, a validated scale<sup>2</sup> 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.

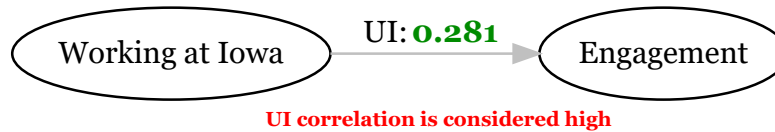


<sup>1</sup>Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724.

<sup>2</sup>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.

## 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. The correlation indicates how efforts to improve Working at Iowa might be associated with improved engagement. How strong are these correlations? A benchmark study <sup>3</sup> 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 following graphs display 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.

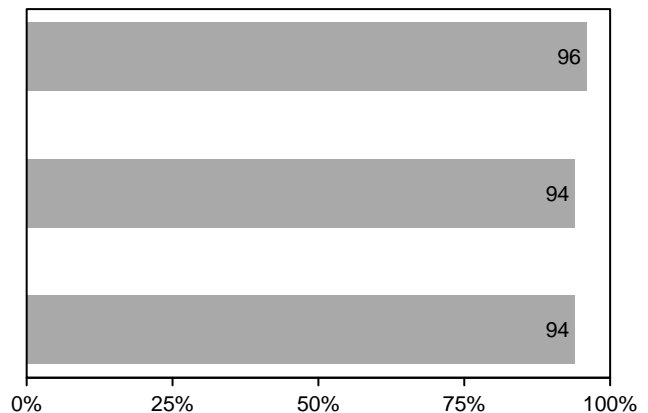
- **Bar Plot** - displays percent of respondents who agreed (Slightly Agree, Agree, Strongly Agree) with that statement.

### Top Three Areas of Strength in UI

Q1: I know my work expectations.

Q6: My supervisor treats me with respect.

Q10: My unit focuses on excellent service.

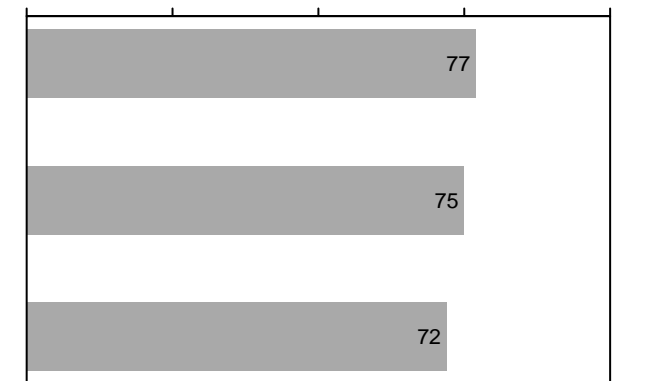


### Top Three Areas for Improvement in UI

Q22: I feel valued as an individual at the UI.

Q11: My unit distributes workloads fairly.

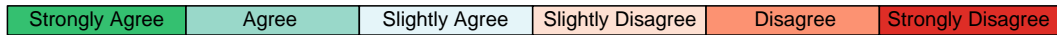
Q20: UI recognizes accomplishments.



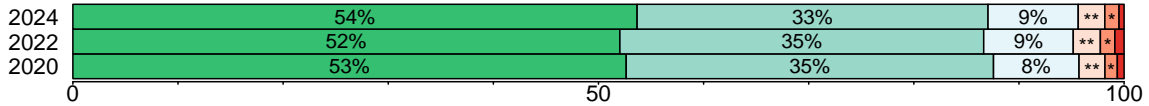
Item 19 is also tied for top 3 with percent agree of 94%

<sup>3</sup>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.

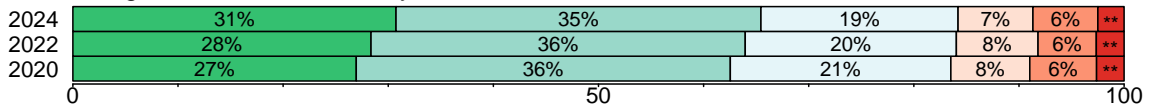
## Survey Analysis - Trended Comparison 2020 - 2024



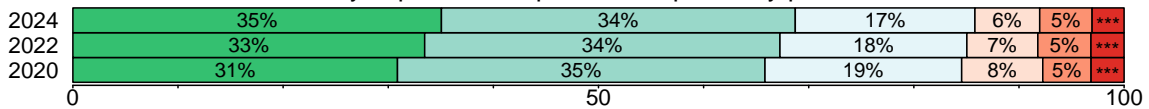
Q1: I know what is expected of me in my work.



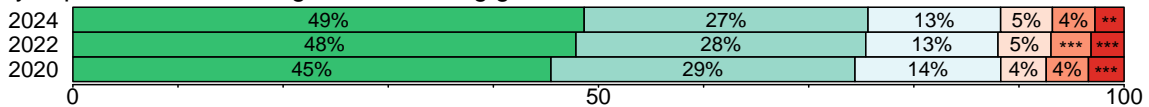
Q2: I receive regular feedback about my work.



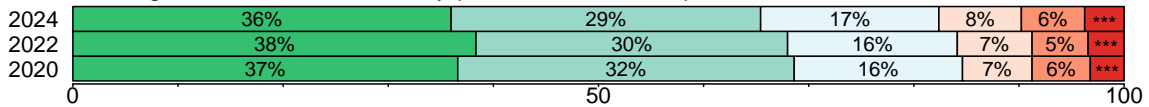
Q3: The feedback I receive from my supervisor helps me to improve my performance.



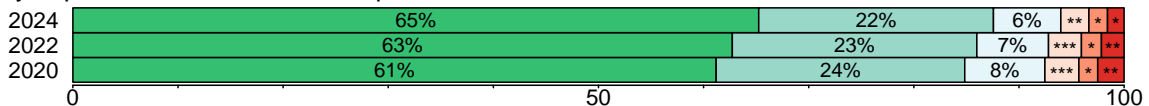
Q4: My supervisor acknowledges me for doing good work.



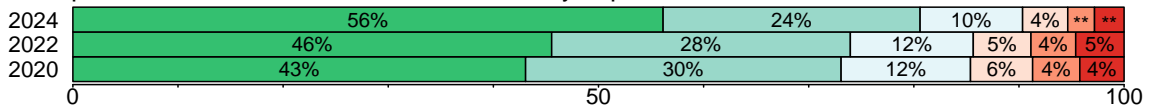
Q5: I am encouraged to allocate time to my professional development.



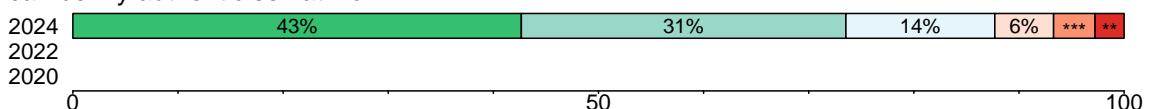
Q6: My supervisor treats me with respect.



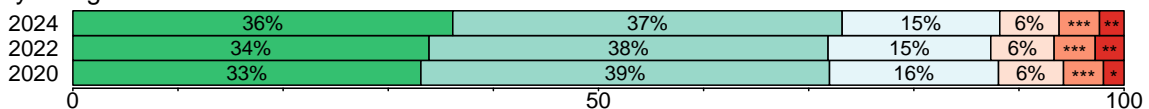
Q7: I can speak about work-related concerns with my supervisor.



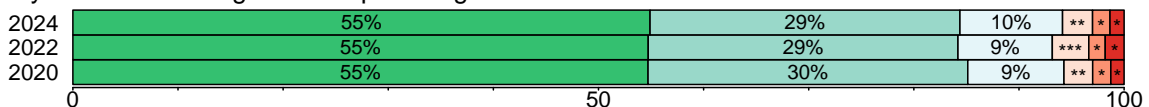
Q8: I can be my authentic self at work. <sup>New</sup>



Q9: My unit goals are clear.



Q10: My unit has a strong focus on providing excellent service to those we interact with.

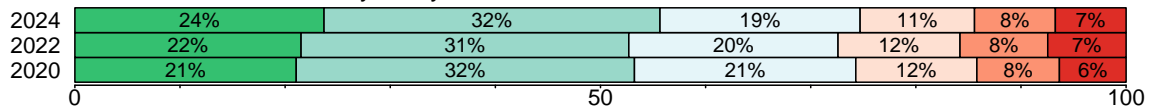


Response proportions less than 4% are displayed by asterisks with:

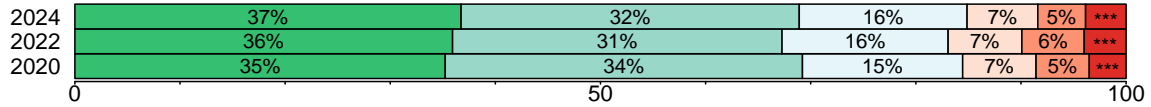
"=" < 1%, \* = 1%-2%, \*\* = 2%-3%, \*\*\* = 3%-4%



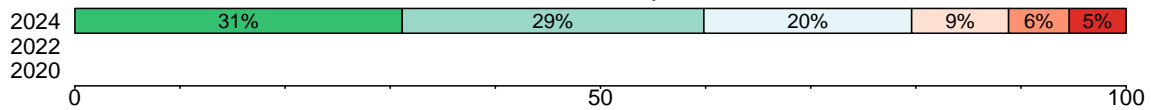
Q11: Workloads are distributed fairly in my unit.



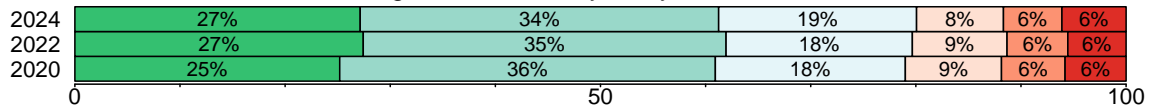
Q12: My unit provides support to help faculty/staff balance work and personal life responsibilities.



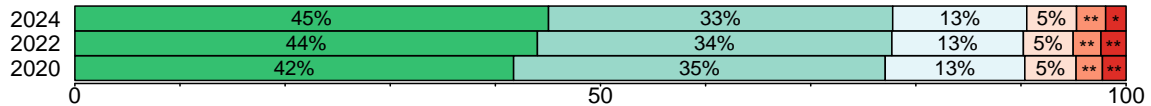
Q13: I have a voice in decisions that affect the direction of my unit.<sup>New</sup>



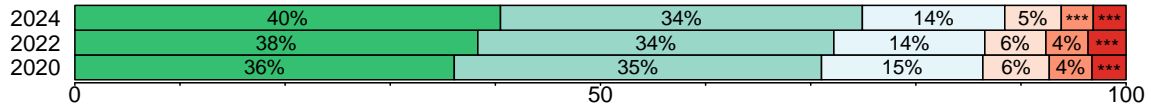
Q14: Work-related conflicts are managed constructively in my unit.



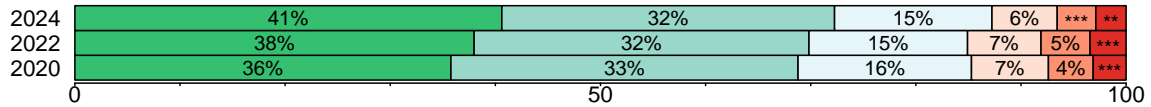
Q15: Individuals in my unit are civil and respectful to each other.



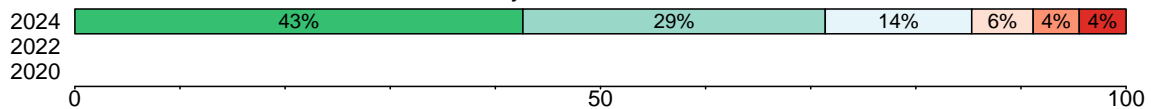
Q16: My unit provides a supportive environment to retain individuals from diverse backgrounds.



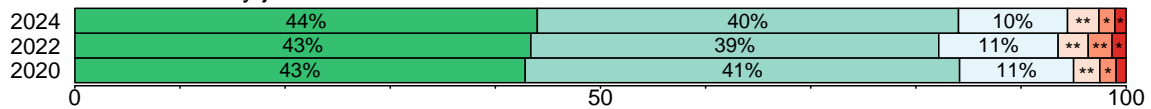
Q17: Given the opportunity, I tell people great things about working in my unit.



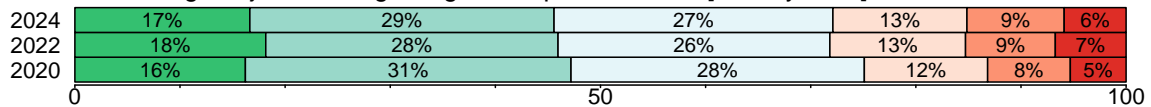
Q18: I feel valued as a member of the team in my unit.<sup>New</sup>



Q19: I understand how my job fits into the overall mission of the UI.



Q20: The UI does a good job of recognizing accomplishments of [Faculty/Staff].



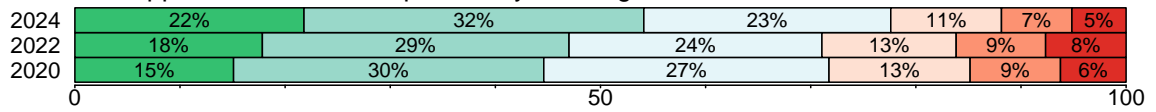
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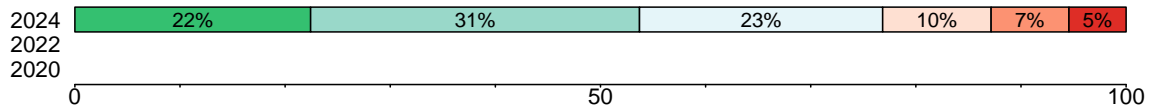




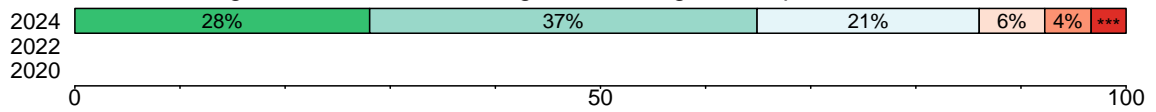
Q21: There are opportunities for me to pursue my career goals at the UI.



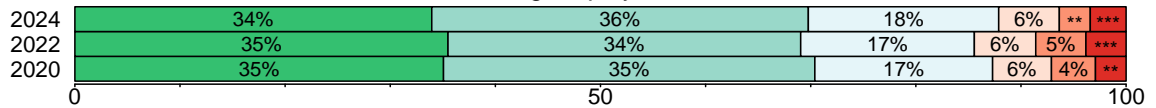
Q22: I feel valued as an individual at the UI. <sup>New</sup>



Q23: The UI has a strong commitment to fostering a welcoming and respectful environment. <sup>New</sup>



Q24: I would recommend the UI to a friend seeking employment.



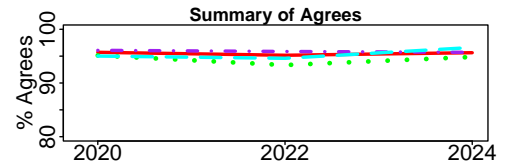
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# Job Classification by Year - Percent Agrees Trended Comparisons

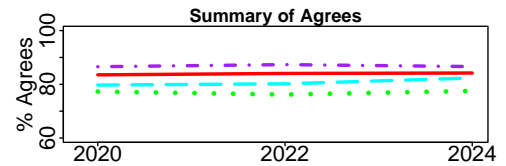
Q1: I know what is expected of me in my work.

	Faculty	PS	Merit	UI
2024	95%	96%	97%	96%
2022	93%	96%	95%	95%
2020	95%	96%	95%	96%



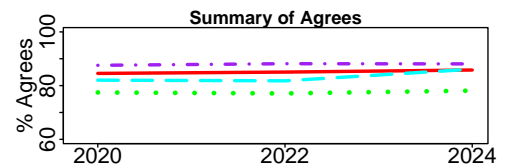
Q2: I receive regular feedback about my work.

	Faculty	PS	Merit	UI
2024	78%	87%	82%	84%
2022	76%	87%	80%	84%
2020	77%	87%	80%	84%



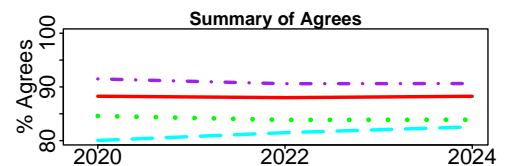
Q3: The feedback I receive from my supervisor helps me to improve my performance.

	Faculty	PS	Merit	UI
2024	78%	88%	86%	86%
2022	77%	88%	82%	85%
2020	77%	88%	82%	85%



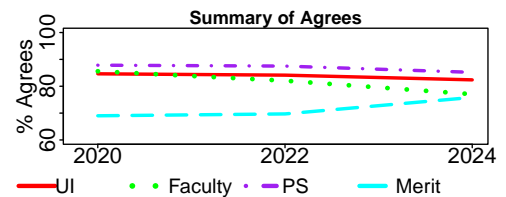
Q4: My supervisor acknowledges me for doing good work.

	Faculty	PS	Merit	UI
2024	84%	91%	83%	88%
2022	84%	91%	81%	88%
2020	85%	91%	80%	88%



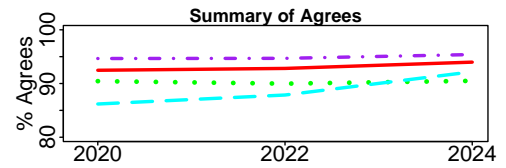
Q5: I am encouraged to allocate time to my professional development.

	Faculty	PS	Merit	UI
2024	77%	85%	76%	82%
2022	82%	88%	70%	84%
2020	86%	88%	69%	85%



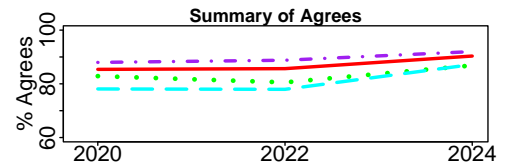
Q6: My supervisor treats me with respect.

	Faculty	PS	Merit	UI
2024	90%	95%	92%	94%
2022	90%	95%	88%	93%
2020	90%	95%	86%	92%



Q7: I can speak about work-related concerns with my supervisor.

	Faculty	PS	Merit	UI
2024	87%	92%	87%	90%
2022	81%	89%	78%	86%
2020	83%	88%	78%	85%



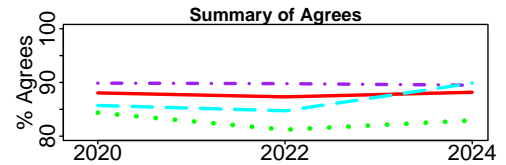
Q8: I can be my authentic self at work.<sup>New</sup>

	Faculty	PS	Merit	UI
2024	83%	89%	86%	88%
2022				
2020				



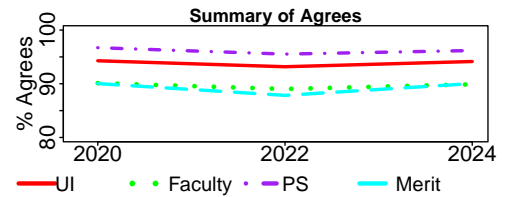
Q9: My unit goals are clear.

	Faculty	PS	Merit	UI
2024	83%	89%	90%	88%
2022	81%	90%	85%	87%
2020	84%	90%	86%	88%



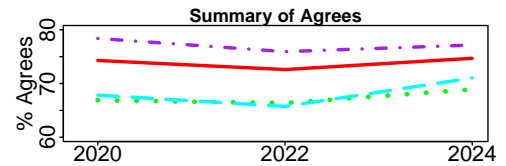
Q10: My unit has a strong focus on providing excellent service to those we interact with.

	Faculty	PS	Merit	UI
2024	90%	96%	90%	94%
2022	89%	96%	88%	93%
2020	90%	97%	90%	94%



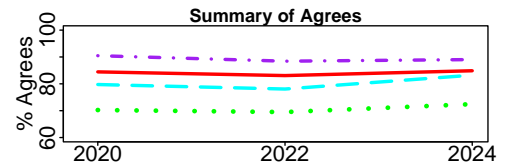
Q11: Workloads are distributed fairly in my unit.

	Faculty	PS	Merit	UI
2024	69%	77%	71%	75%
2022	66%	76%	66%	73%
2020	67%	78%	68%	74%



Q12: My unit provides support to help faculty/staff balance work and personal life responsibilities.

	Faculty	PS	Merit	UI
2024	72%	89%	83%	85%
2022	69%	88%	78%	83%
2020	70%	90%	80%	84%

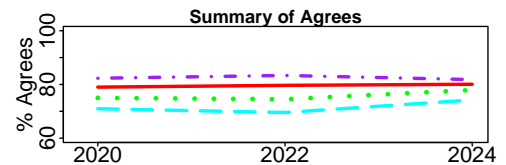


Q13: I have a voice in decisions that affect the direction of my unit.<sup>New</sup>

	Faculty	PS	Merit	UI
2024	81%	81%	71%	80%
2022				
2020				

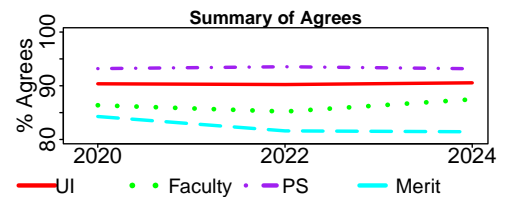
Q14: Work-related conflicts are managed constructively in my unit.

	Faculty	PS	Merit	UI
2024	78%	82%	74%	80%
2022	75%	83%	70%	80%
2020	75%	82%	71%	79%



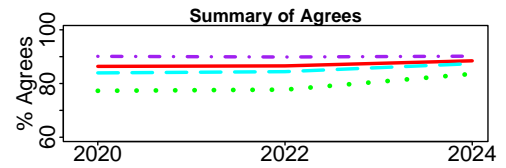
Q15: Individuals in my unit are civil and respectful to each other.

	Faculty	PS	Merit	UI
2024	87%	93%	81%	91%
2022	85%	94%	82%	90%
2020	86%	93%	84%	90%



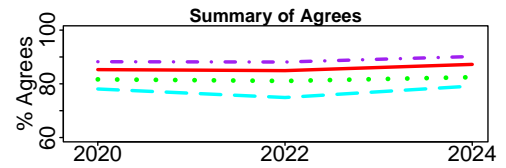
Q16: My unit provides a supportive environment to retain individuals from diverse backgrounds.

	Faculty	PS	Merit	UI
2024	84%	90%	87%	88%
2022	78%	90%	84%	87%
2020	77%	90%	84%	86%



Q17: Given the opportunity, I tell people great things about working in my unit.

	Faculty	PS	Merit	UI
2024	82%	90%	79%	87%
2022	81%	88%	75%	85%
2020	82%	88%	78%	85%



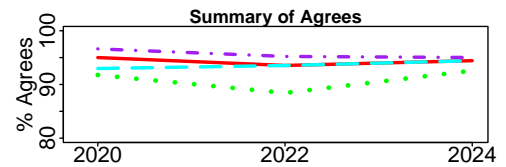
Q18: I feel valued as a member of the team in my unit.<sup>New</sup>

	Faculty	PS	Merit	UI
2024	81%	88%	80%	85%
2022				
2020				



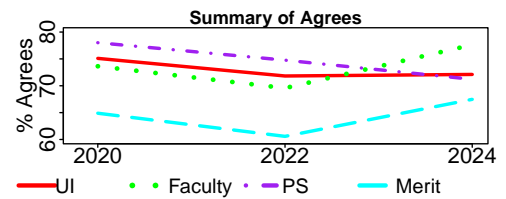
Q19: I understand how my job fits into the overall mission of the UI.

	Faculty	PS	Merit	UI
2024	93%	95%	94%	94%
2022	88%	95%	94%	94%
2020	92%	97%	93%	95%



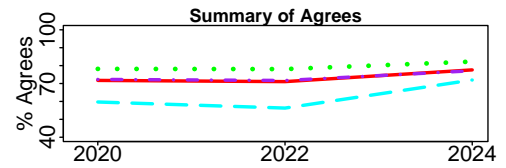
Q20: The UI does a good job of recognizing accomplishments of [Faculty/Staff].

	Faculty	PS	Merit	UI
2024	78%	71%	67%	72%
2022	70%	75%	61%	72%
2020	74%	78%	65%	75%



Q21: There are opportunities for me to pursue my career goals at the UI.

	Faculty	PS	Merit	UI
2024	82%	77%	72%	78%
2022	78%	72%	56%	71%
2020	78%	72%	60%	72%



Q22: I feel valued as an individual at the UI.<sup>New</sup>

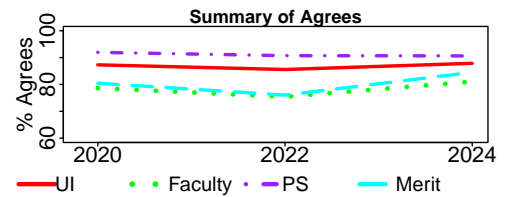
	Faculty	PS	Merit	UI
2024	76%	78%	73%	77%
2022				
2020				

Q23: The UI has a strong commitment to fostering a welcoming and respectful environment.<sup>New</sup>

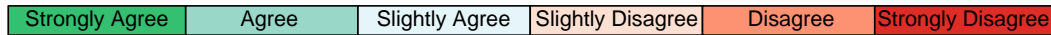
	Faculty	PS	Merit	UI
2024	81%	88%	84%	86%
2022				
2020				

Q24: I would recommend the UI to a friend seeking employment.

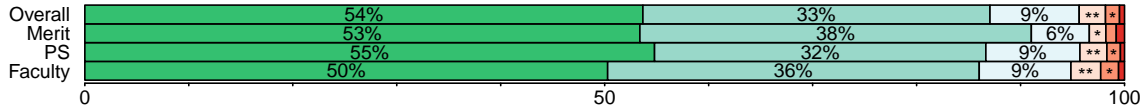
	Faculty	PS	Merit	UI
2024	81%	91%	85%	88%
2022	75%	91%	76%	86%
2020	79%	92%	80%	87%



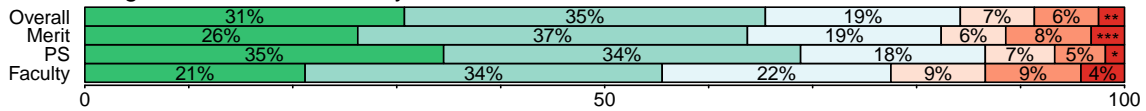
# Survey Analysis - Snapshot Results for 2024 by Job Category



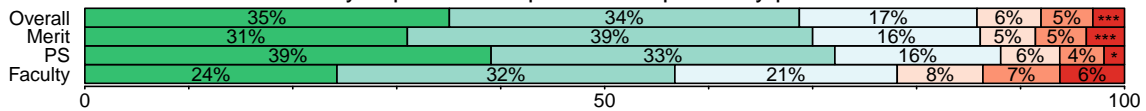
Q1: I know what is expected of me in my work.



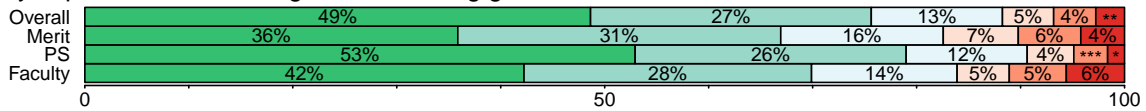
Q2: I receive regular feedback about my work.



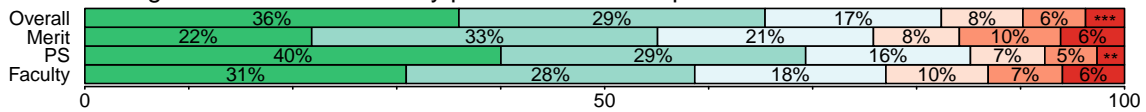
Q3: The feedback I receive from my supervisor helps me to improve my performance.



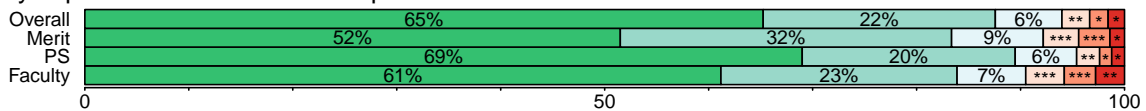
Q4: My supervisor acknowledges me for doing good work.



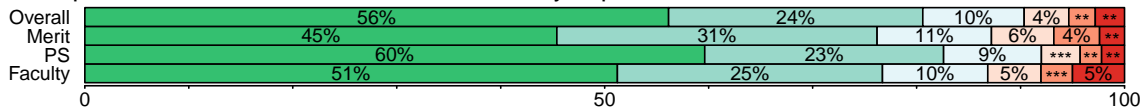
Q5: I am encouraged to allocate time to my professional development.



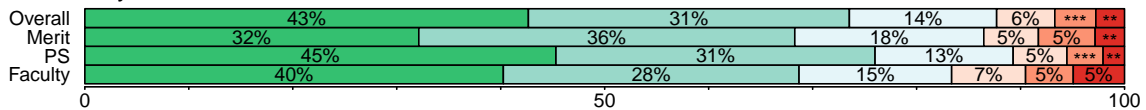
Q6: My supervisor treats me with respect.



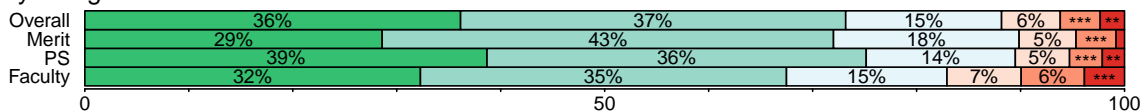
Q7: I can speak about work-related concerns with my supervisor.



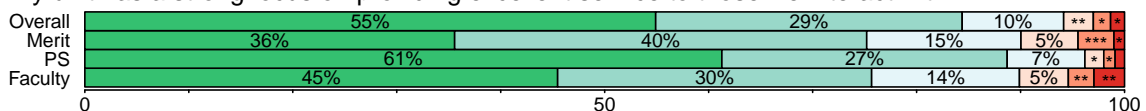
Q8: I can be my authentic self at work. <sup>New</sup>



Q9: My unit goals are clear.

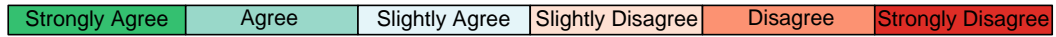


Q10: My unit has a strong focus on providing excellent service to those we interact with.

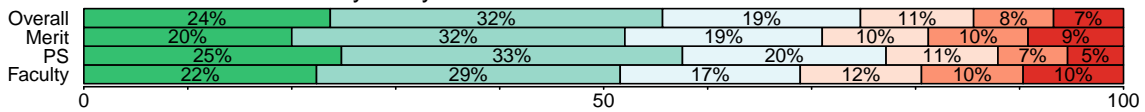


Response proportions less than 4% are displayed by asterisks with:

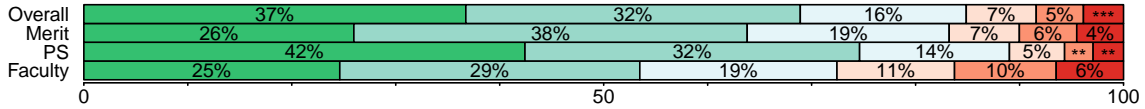
"=" < 1%, \* = 1%-2%, \*\* = 2%-3%, \*\*\* = 3%-4%



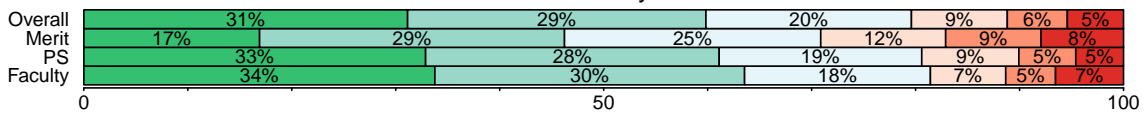
Q11: Workloads are distributed fairly in my unit.



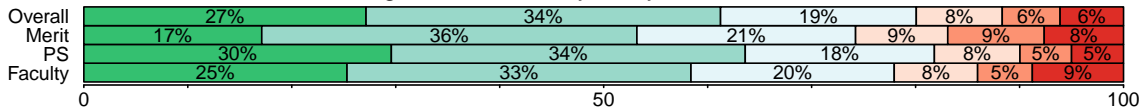
Q12: My unit provides support to help faculty/staff balance work and personal life responsibilities.



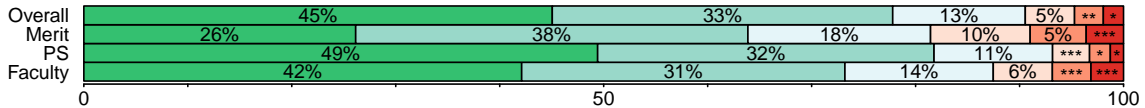
Q13: I have a voice in decisions that affect the direction of my unit. <sup>New</sup>



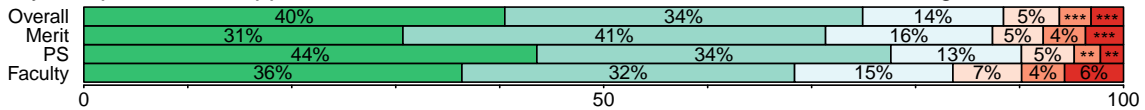
Q14: Work-related conflicts are managed constructively in my unit.



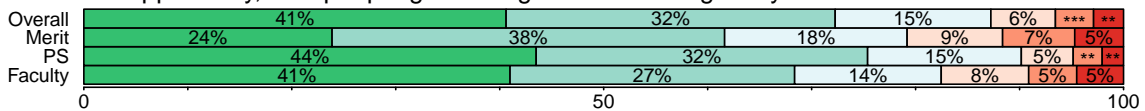
Q15: Individuals in my unit are civil and respectful to each other.



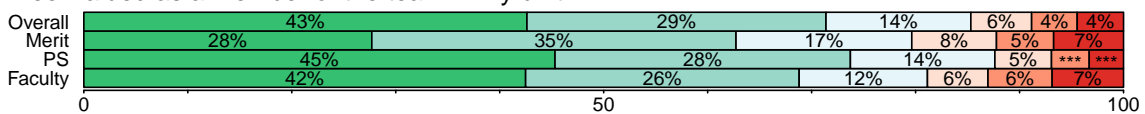
Q16: My unit provides a supportive environment to retain individuals from diverse backgrounds.



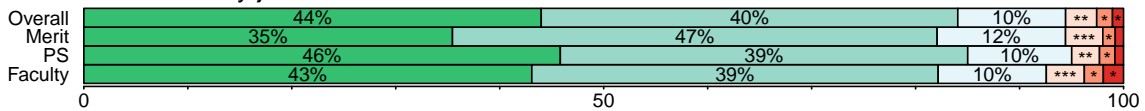
Q17: Given the opportunity, I tell people great things about working in my unit.



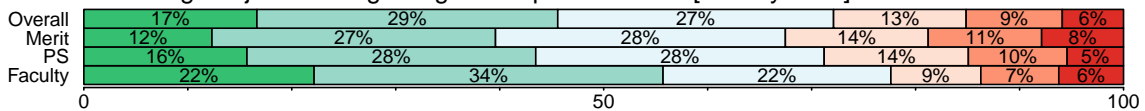
Q18: I feel valued as a member of the team in my unit. <sup>New</sup>



Q19: I understand how my job fits into the overall mission of the UI.



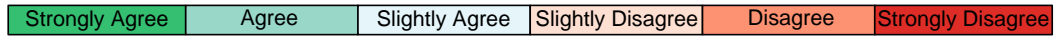
Q20: The UI does a good job of recognizing accomplishments of [Faculty/Staff].



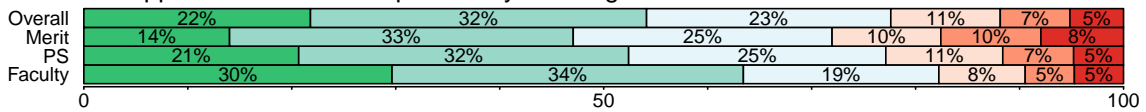
Response proportions less than 4% are displayed by asterisks with:

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

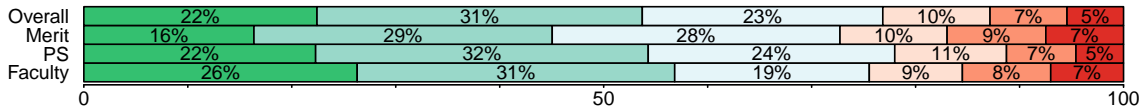




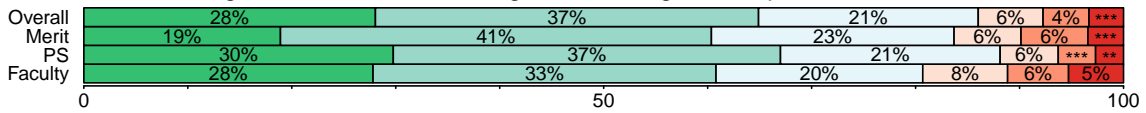
Q21: There are opportunities for me to pursue my career goals at the UI.



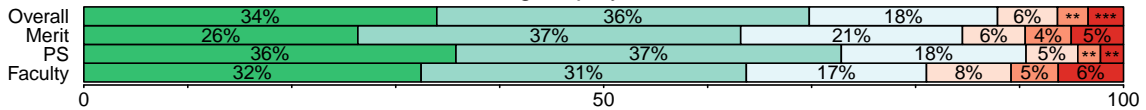
Q22: I feel valued as an individual at the UI. <sup>New</sup>



Q23: The UI has a strong commitment to fostering a welcoming and respectful environment. <sup>New</sup>



Q24: I would recommend the UI to a friend seeking employment.



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

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

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## 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, and Merit staff (including those represented by AFSCME, as well as supervisory and confidential staff).
4. Age categories with less than 10 respondents are combined with nearby categories until all categories displayed have 10 or more.
5. 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 24 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).
6. 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.
7. Since 2020, UI Health Care has not participated in the WAI surveys. Hence, the population total reported in WAI for UI these years are lower than in previous years.
8. The PS job category includes respondents in non-UI Health Care, SEIU-covered roles.
9. The Merit category includes both Merit and MSE (Merit Supervisor Exempt) respondents.
10. Questions 8, 13, 18, 22 and 23 were added in 2024, therefore there is no data on these questions to report for 2020 and 2022. New items do not have associated trending data.

11. Question numbering changes:

Questions	Current (2024)	Previous (2022 and prior)
I can speak about work-related concerns with my supervisor.	7	12
My unit goals are clear.	9	7
My unit has a strong focus on providing excellent service to those we interact with.	10	8
Workloads are distributed fairly in my unit.	11	9
My unit provides support to help faculty/staff balance work and personal life responsibilities.	12	10
Work-related conflicts are managed constructively in my unit.	14	11
Individuals in my unit are civil and respectful to each other.	15	13
My unit provides a supportive environment to retain individuals from diverse backgrounds.	16	14
Given the opportunity, I tell people great things about working in my unit.	17	15
I understand how my job fits into the overall mission of the UI.	19	16
The UI does a good job of recognizing accomplishments of [Faculty/Staff].	20	18
There are opportunities for me to pursue my career goals at the UI.	21	20
I would recommend the UI to a friend seeking employment.	24	17

12. Question wording changes:

2024 Question Text	2022 Question Text
I am encouraged to allocate time to my professional development.	I am encouraged to participate in professional development.
I can speak about work-related concerns with my supervisor.	I can speak openly about work-related concerns with my supervisor.
Given the opportunity, I tell people great things about working in my unit.	Given the opportunity, I tell other people great things about working in my unit.
There are opportunities for me to pursue my career goals at the UI.	There are opportunities for (Faculty/Staff) promotion within the UI.
UI treats faculty and staff with respect.	The UI has a strong commitment to fostering a welcoming and respectful environment.