TABLE OF CONTENTS

- Background 3
- Methodology 4
- Survey Instrument 5
- Survey Results 6
- Key Themes 10
- Strategies and Objectives 11
- Action Planning 12
Background

- On September 5, 2023, the Division of Finance and Administration launched the 2024-2026 Divisional Strategic Plan.

- Objective 1 focuses on our commitment to enhancing and promoting a divisional culture of engagement and belonging demonstrated by reduced employee vacancies and increased retention. In support of this Objective, Tactics 1.3a and 1.3b proposed a divisional survey and benchmarking to develop a Divisional Employee Engagement Plan and to implement the priorities and action items proposed.

- Therefore, the Division’s Senior Leadership Team in partnership with the Academic Affairs Division’s Office of Strategy Management undertook a survey, analyzed results, and developed strategies and objectives for Divisional personnel to consider. The DRAFT results of this work were shared at the December 2023 Divisional meeting and affirmed by consensus.
Methodology

**Purpose:** Gather survey data that will support the development of a divisional employee engagement plan with action items and metrics to strategically address Objective 1/Strategy 1.3

**Survey format:** Qualtrics

**Survey Timeline:**

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Develop Survey</td>
<td>Survey Release/ Response Period</td>
<td>Compile/Analyze Survey Results</td>
<td>Strategy and Objective Development</td>
<td>Share Results and Garner Feedback at Divisional Meetings</td>
</tr>
</tbody>
</table>

**Topics covered:**
- Leadership and supervision
- Training
- Communications
- Work-life balance
- Job satisfaction
Survey Instrument

1. On a scale of 1-5, with 5 being the highest, please let us know how satisfied you are with the following aspects of your job:
   - Importance of your work to the overall success of the university
   - Trust in the Division’s Leadership Team
   - Care and respect by your supervisor
   - Teamwork within your area
   - Opportunities for advancement
   - Training opportunities
   - Recognition and appreciation of your work accomplishments
   - Divisional meetings, communications, and the timely sharing of information
   - Overall work-life balance

2. Considering the responses to 1. above, how can we help support and improve your level of engagement at work?

3. Are there any policies, practices, procedures, or workplace rules that if changed, would help improve your level of engagement?

4. Would you recommend working in the Kent State University Division of Finance and Administration to a friend?
   - Yes or No
   - Why or Why Not

5. Do you see yourself working here in:
   - 1 year from now? Yes or No?
   - 5 years from now? Yes or No
   - Why or Why Not?

6. Is there anything else you would like to share that you find important to your employee experience in the Division of Finance & Administration?
SURVEY RESULTS
Level of Satisfaction with Aspect of Job

- Importance of Work: 91 (Satisfied), 9 (Dissatisfied)
- Trust in Leadership: 75 (Satisfied), 25 (Dissatisfied)
- Care by Supervisor: 86 (Satisfied), 14 (Dissatisfied)
- Teamwork in Area: 78 (Satisfied), 22 (Dissatisfied)
- Advancement: 64 (Satisfied), 36 (Dissatisfied)
- Training: 74 (Satisfied), 26 (Dissatisfied)
- Recognition/Appreciation: 66 (Satisfied), 34 (Dissatisfied)
- Communication: 81 (Satisfied), 19 (Dissatisfied)
- Work Life Balance: 83 (Satisfied), 17 (Dissatisfied)

# Surveyed: 515
# Responses: 121
Response %: 24%
Would you recommend working in the KSU Division of Finance and Administration to a friend?

**WHY/WHY NOT?**
- Pay
- Benefits
- Culture
- Mission
- Team
- Stability

69%

31%
Do you see yourself working here in 1 year? 5 years?

1 YEAR

94%

6%

5 YEARS

41%

59%

WHY/WHY NOT?
Pay
Benefits
Mission
Work/Life Balance
Retiring Soon
# Key Themes

<table>
<thead>
<tr>
<th>How can we help support/improve level of engagement at work?</th>
<th>Are there policies, practices, or workplace rules that if changed, could improve engagement?</th>
<th>Any other feedback to share that you feel is important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase pay</td>
<td>More remote work</td>
<td>Love the people here</td>
</tr>
<tr>
<td>More remote work</td>
<td>Review job descriptions</td>
<td>Understaffing</td>
</tr>
<tr>
<td>Add staff</td>
<td>Consistency across departments</td>
<td>Need consistency across departments</td>
</tr>
<tr>
<td>More training</td>
<td>Update design standards</td>
<td>Time to attend events</td>
</tr>
<tr>
<td>No response – survey not anonymous</td>
<td>Fewer exceptions allowed</td>
<td>Overhaul pay structure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>More department meetings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Need opportunities for advancement</td>
</tr>
</tbody>
</table>
## Strategies and Objectives

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Objective</th>
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<tbody>
<tr>
<td>Develop a divisional staff working group</td>
<td>Resource to the Divisional Leadership Team: propose ideas, provide feedback</td>
</tr>
<tr>
<td>Develop a monthly “Shout Outs” campaign</td>
<td>Recognize staff achievements</td>
</tr>
<tr>
<td>Develop divisional training programs</td>
<td>Promote safety, consistency, risk mitigation, and work rules</td>
</tr>
<tr>
<td>Develop career readiness and planning programs</td>
<td>Retain and promote staff</td>
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ACTION PLANNING

YOU BELONG HERE!

KENT STATE
Action Planning

Strategy 1: Develop a Divisional Staff Working Group

Action Items:
- Develop high-level purpose, guidelines, and framework
- Assemble initial working group of 8-10 individuals from across the Division
- Charge the initial working group
- Meet frequently to provide support and guidance

Resource Requirements:
- Project management
- Time during work hours

Strategy 2: Develop a Monthly “Shout Outs” Campaign

Action Items:
- Develop high-level purpose, guidelines, and framework
- Charge the Staff Working Group on implementation
- Determine best method of communicating shout-outs
- Work with University Communications & Marketing/Human Resources to publish shout outs.

Resource Requirements:
- Time during work hours
- Funding for possible incentives
Action Planning

Strategy 3: Develop Divisional Training Programs

Action Items:
- Review Employee Pulse Survey for all proposed training topics
- Prioritize the top 5
- Develop training curriculum where needed
- Prepare communication plan where appropriate
- Launch training

Resource Requirements:
- Time during work hours

Strategy 4: Develop Career Readiness and Planning Programs

Action Items:
- Evaluate departmental staffing and organizational structure and identify positions that would benefit from career readiness and planning activities
- Develop succession strategy proposal for identified positions and work with Human Resources to formalize a recommendation
- Enhance annual performance evaluation process to include professional development and career readiness priorities

Resource Requirements:
- Project management
- Time during work hours
THANK YOU!

We would like to thank the members of the Division of Finance and Administration for their support and contributions to the development of this employee engagement plan. In addition, special thanks to the Academic Affairs Division’s Office of Strategy Management and the Division of University Communications and Marketing for their partnership and collaboration.

Now that the planning effort has concluded, the real work is at hand. We look forward to engaging with all of you on the important initiatives that are detailed in this employee engagement plan and to sharing the results of our success – as Flashes Together!

Division of Finance and Administration