COMMITMENT

This dimension measures people’s sense of inclusion in the Yale community. It also measures employees’ commitment, and drive, to do their best work.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Commitment
1. Taking everything into account, I am satisfied with Yale University as a place to work.
43. I am proud to work for Yale University.
44. I would recommend Yale University to others as a great place to work.
45. I am not seriously considering leaving Yale University.

Recommended Practices
▪ Create job rotations for staff
▪ Allow staff an opportunity to lead department initiatives
▪ Encourage staff to lead staff meetings
▪ Volunteer staff for cross-functional team development opportunities
▪ Discuss with staff their interest and create opportunities for exposure
▪ Discuss with staff why Yale is a great place to work
▪ Encourage staff to sign up for Yale speakers, events, and related event information (yale.edu/subscribe)
▪ Discuss with staff why they may not consider Yale as a great place to work
▪ Empower staff to contribute to creating a positive organizational culture
▪ Create a mentorship program for new staff
▪ Develop a system for recognizing staff accomplishments
▪ Review any exit interview data and implement any necessary changes
▪ Encourage staff to make departmental recommendations for change
▪ Encourage process improvement initiatives to all staff, regardless of job category
▪ Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
▪ Department leader
▪ HR Generalist
▪ Department staff
COMMUNICATION

This dimension measures the confidence level employees have with communication’s they receive from the University and departmental leadership. In addition, it measures the correlation between employee satisfaction including communication, confidence in leadership, and trust.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Communication
2. Yale University’s mission and core values are clear.
3. Yale University does an excellent job of keeping employees informed about matters affecting us.
7. I trust the communications I receive from:
   o Yale University
   o My manager

Recommended Practices
- Encourage feedback and/or discussion about information received via Yale news and other sources.
- Share department, division and University goals
- Do an annual redistribution of key policies and program information
- Discuss how mission is related to each person’s work
- Schedule time during your next staff meeting to review the University’s mission and goals
- Encourage staff to attend events held by University leaders, e.g. open houses, service award ceremonies, town hall meetings, etc.
- Circulate, as appropriate, e-mails from senior leaders
- Ensure that all staff has access to a computer and online information
- Invite University leaders to speak to staff directly about University initiatives
- Encourage staff to sign up for Yale speakers, events, and related event information (yale.edu/subscribe)
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
- Department leader
- HR Generalist
- Department staff
DECISION MAKING

This dimension looks at employees with regards to how decisions are made and their level of decision making ability.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Decision Making
15. Decisions in my unit are not unreasonably delayed while awaiting approval from:
   a. Higher levels of management
   b. Other units
   c. My manager
   d. Peers
34. I have a clear understanding of my decision-making authority.
36. I have the appropriate amount of decision-making authority for my level/position.

Recommended Practices
- Empower staff more decision-making latitude; start small and move up in size of decision
- Work to develop a sense of trust in the department through communicating tolerance of mistakes
- Teach your staff what ideas and parameters you use to make decisions
- Support, don’t override decisions
- Reward decision making
- Coach more
- Give praise publicly, generously, and often
- Ensure employees are trained and, when appropriate, give stretch goals
- For common decisions, establish universal criteria
- Keep the end result in mind
- Review the good and the bad decisions to learn from both
- Improve communication within/between departments to define roles and responsibilities
- Empower groups or individual employees to make decisions so they feel ownership
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
- Department leader
- HR Generalist
- Department staff
DEVELOPMENT

This dimension of staff learning and development opportunities and career advancement, measures employees’ views of whether developmental opportunities exist, if learning and development plans are in place and the manager’s role in supporting and providing opportunities to grow one’s career.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Development
24. My manager has had a meaningful discussion with me about my professional development in the last 12 months.
28. My manager encourages me to take advantage of learning and development opportunities available to me
37. As long as I perform well, I have the same opportunity to advance my career as peers/colleagues in similar roles.
42. I feel that I have the opportunity for professional growth at Yale University.

Recommended Practices
▪ Implement Individual Development Plans
▪ Set up a job rotation plan
▪ Cross-train staff in as many functions as possible within the unit
▪ Conduct career counseling sessions with staff or provide access to a career coach
▪ Promote based on talent and potential, not necessarily experience
▪ Provide feedback to employees who were not selected to fill a position and create a development plan to help them prepare for their next opportunity
▪ Encourage staff to have a career plan and apply for jobs at Yale
▪ Circulate job openings in your unit to all employees
▪ Create development plans for each staff person that is synched to the employee’s performance plan based on knowledge and skills needed for current job and development
▪ Encourage people to take opportunities that enhance their workplace skills
▪ Create a learning culture
▪ Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
▪ Department leader
▪ HR Generalist
▪ Department staff
DIVERSITY

This dimension of work culture investigates fair treatment of individuals, processes for managing issues and concerns, attracting, retaining and promoting people from diverse backgrounds.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Diversity

6. Yale University has an inclusive work environment where staff diversity at all levels is valued and encouraged.
8. Employees are treated with respect at Yale University regardless of their position.
17. In my unit offensive behavior (sexual harassment, discrimination, insensitive remarks, etc.) is not tolerated.
30. My manager values the diverse perspectives and ideas that come from staff members from different cultures and life experiences.
38. I am treated fairly without regard to my age, race/ethnic background, religion, gender, disability, sexual orientation or veteran status. a) In what area(s) is your concern: age, race/ethnic background, religion, gender, disability, sexual orientation or veteran status.

Recommended Practices
- Require all staff to attend diversity training, including refresher courses
- Make diversity skills a required competency in your performance management system
- Circulate job openings in your unit to all employees
- Host or co-sponsor educational events with Affinity Groups
- Encourage staff to join a University Affinity group and/or participate in events and workshops
- Welcome new employees by introducing them to all staff members in their unit, pairing them with a mentor in their unit, having a welcome lunch
- Establish norm that we can be open about diversity by holding forums, discussing diversity issues at staff meetings
- More proactive recruitment plan to broaden the pool of applicants by advertising in a wide array of media (newspapers, TV, fliers, posters in various locations where minorities might focus)
- Schedule regular activities to celebrate cultural differences
- Do an annual redistribution of key policies and program information
- Develop staff to create an environment where staff feels comfortable in their jobs
- Encourage staff to explore resources through the Yale Office of Diversity and Inclusion
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
- Department leader
- HR Generalist
- Department staff
INNOVATION

This dimension of work culture measures employees’ views of how their work contributes to the overall goals of Yale, whether they have any say in how the work gets done, and whether they are encouraged to improve and/or change processes.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Innovation
5. In my unit, we are constantly looking for new & better ways of getting work done.
16. In my unit, differing opinions are invited and thoughtfully considered in reaching the best possible decision.
27. I am encouraged to make suggestions on how my unit might be improved.
39. In my unit, I can change the way work is done in order to improve the process.

Recommended Practices
▪ Encourage groups to act, take risk, without fear of failure
▪ Ask employees for suggestions and make sure that all suggestions are responded to, even if the answer is “not viable right now”
▪ Challenge everyone to improve one work process every six months; give clear financial and other parameters for choosing what to change
▪ Celebrate improvements
▪ Have an open door policy
▪ Establish a “No Meeting Day” in an effort to foster creative thinking
▪ Implement cross-training
▪ Introduce technology and train everyone on its use
▪ Build trust among peers—(model trust publicly), take a risk
▪ Increase expectations at all levels in your organization—down to all levels—support risk-taking and model behavior
▪ Create a suggestion box and encourage staff to submit ideas to change, grow, enhance department, and enhance Yale
▪ Reward risk-taking (praise, a blurb in a newsletter, etc.)
▪ Encourage process improvement initiatives to all staff, regardless of job dimension
▪ Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
▪ Department leader
▪ HR Generalist
▪ Department staff
LEADERSHIP

This dimension looks at how Yale employees view University and departmental leadership. In addition, it measures the correlation between employee satisfaction, confidence in leadership and being treated with respect.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey questions for Leadership
4. I feel confident that Yale University has a clear plan to ensure long term success of the University.
9. I feel labor-management relations are changing for the better in:
   a. Yale University
   b. My Unit
10. Workplace policies are administered fairly and consistently at Yale University.
12. I have confidence in the decisions made by the senior leadership of the University.
13. Yale University is changing for the better.
22. The overall morale in my unit is high.
23. My manager establishes priorities well.
32. My manager leads by example and is a positive role model.

Recommended Practices
- Share department, division and University goals
- Do an annual redistribution of key policies and program information?
- As a group, talk about words with negative connotations in relation to the union/mgt relationship; develop new, positive language
- Schedule time during your next staff meeting to review the University’s mission and goals
- Encourage staff to attend events held by University leaders, e.g. open houses, service award ceremonies, town hall meetings, etc.
- Circulate, as appropriate, e-mails from senior leaders
- Ensure that all staff has access to a computer and online information
- Ask employees for suggestions and make sure that all suggestions are responded to, even if the answer is “not viable right now”
- Periodically check in with your staff about how they are being treated within the organization
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
- Department leader
- HR Generalist
- Department staff
PERFORMANCE MANAGEMENT

This dimension looks at whether staff feels they have effective and meaningful performance discussions with their supervisor, receive feedback on an ongoing basis and establish annual performance goals.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Performance Management
26. During the past year, my manager provided me with a thoughtful performance review.
29. I have clear performance goals and I know what my manager expects of me.
31. My manager motivates and encourages me to give my best.
33. My manager provides sufficient informal feedback on how I am doing my job.
36. NEW! My manager recognizes employees for high quality performance

Recommended Activities
- Introduce a performance management system into your unit.
- Have regular check-ins for projects to ensure employees are meeting required deadlines; discuss any snags they are encountering as well as ideas to get back on track
- Be clear in delegation of tasks (who, what, when)
- Have an open door policy
- Create praise files
- Share staff accomplishments at staff meetings
- Seek ways to provide staff leadership opportunities
- Train managers on how to provide feedback, perform evaluations
- Train staff on how to receive feedback
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
- Department leader
- HR Generalist
- Department staff
PRODUCTIVITY

This dimension looks at whether staff feel they have the physical space, and other resources to get their job done in a high-quality way, and in a way that does not cause undue stress. In addition, this dimension looks at whether staff is eliminating bureaucracy and waste.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Productivity
18. In my unit, employees pay attention to costs/expenses, and use resources wisely.
20. My unit continuously works to eliminate unnecessary bureaucracy and waste.
41. I have the resources (equipment, budget, etc.) I need to do my job well.

Recommended Practices
- Conduct a work process redesign and determine if staff and tools are properly allocated
- Routinely review staffing levels
- Use interns from local colleges and universities
- Consider flex arrangements and job sharing
- Institute recycling and green initiatives in the department (sustainability.yale.edu)
- Send staff to training on a regular basis; invest in people so that Yale as a whole improves
- Buy equipment and tools that are efficient and up-to-date
- Create development plans for each staff person that is synched to the employee’s performance plan based on knowledge and skills needed for current job and development
- Create goal charts and descriptions of the unit’s current and future projects
- Catalog skills at fundamental, advanced, and expert levels and inventory people in the organization
- Identify experts in your unit
- Conduct a shared skill level analysis
- Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
- Department leader
- HR Generalist
- Department staff
REWARDS

This dimension looks at how competitive the staff sees Yale’s benefits and compensation as compared with other organizations.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Rewards

47. Compared to other organization with which you are familiar, please rate the following programs of the University:
   a. Pay
   b. Medical/Dental benefits
   c. Paid time off
   d. Retirement benefits

48. Thinking about your Total Rewards Package please rate the following:
   a. I feel that my Health Insurance benefits are comprehensive and provide great protection in the event of injury or illness.
   b. I feel that my Paid Time Off benefits are generous and allow adequate time away from my job.
   c. I feel that my Retirement benefits offer me important future financial security.
   d. I feel that I am Paid fairly in comparison to my colleagues in comparable roles within the University.

Recommended Practices

- Ensure that every employee has met with a Benefits Counselor
- Encourage employees to review their year-end benefits statement
- For employees considering retirement they should meet with a retirement counselor and attend a Retirement workshop
- In an effort to promote work-life balance, routinely encourage staff to utilize PTO
- Invite a representative from Compensation and Classification to an upcoming staff meeting to provide an overview of total compensation and rewards
- Routinely conduct job evaluations of an individual position to ensure it is and continues to be properly classified and graded
- For employees considering a reduced work schedule he/she should meet with a Benefits counselor and HR Generalist to be aware of any impact on Rewards
- Enroll in related classes offered by Benefits.

Departmental Resources

- Department leader
- HR Generalist
- Department staff
TEAMWORK

This dimension measures respondents' beliefs about teamwork, both within a department and across University departments. Additionally, it examines the ability to handle workplace conflict and the cooperation between Yale and its unions as a component of future success.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Teamwork
14. The various units of Yale (schools, departments, etc.) cooperate with one another in the best interest of the entire University
19. Within my unit, there is a high degree of teamwork
21. In my unit, workplace conflicts and disagreements are handled openly and constructively

Recommended Practices

▪ Make sure all staff members are familiar with the union contracts
▪ Training on handling workplace conflicts and disagreements.
▪ Build relationships
▪ Build trust by communication, understanding, & engagement
▪ Inform staff of WorkLife resources at Yale, including the Employee Assistance Program (EAP), workshops and related resources. Encourage use of these resources.
▪ Keep a “milestone’s achieved list”
▪ Hold regular staff meetings
▪ Develop a mission statement for your department; include staff in the development of the mission statement.
▪ Hold regular retreats to review strategy and develop a sense of teamwork.
▪ Participate in a 360-degree feedback by linking feedback to competencies during reviews.
▪ Enroll in classes at The Learning Center, Organizational Effectiveness and Staff Development, and Managing at Yale classes for employees managing people

Departmental Resources
▪ Department leader
▪ HR Generalist
▪ Department staff
NEW! WELL-BEING

This dimension looks at employees with regards to their own health, wellness, work-life balance, and their environment, along with the various University related programs and services.

Low scores on this item indicate that leaders should be encouraging and supporting employees to develop plans and practices for improvement. High scores on this item indicate that leaders seek employee input on ways to sustain a high level of engagement.

2017 Survey Questions for Well-Being
11. University policies & programs help employees balance work & personal life responsibilities
25. My manager is open to flexible work arrangements
35. NEW I do not feel stressed by my work responsibilities
48. NEW I am aware of Yale's commitments to sustainability in the following areas:
   a) Food b) Buildings c) Waste Management, d) Transportation, e) Procurement/Purchasing
49. NEW I am aware of Yale's commitment to health and well-being in the following areas:
   a) Tobacco Free Yale Assistance Program, b) Yale's virtual physical activity challenges, c) Yale's weight management offerings, d) Yale's commitment to stress management, e) Yale's meditation programs

Recommended Practices
- Inform staff members about the resources, programs and services offered via the WorkLife Program, Office of Sustainability, Being Well at Yale, or the Yale Stress Center
- Coordinate a speaker to address your team at a monthly staff meeting from either the four - Offices: Sustainability, Being Well, Yale Stress Center, or Yale WorkLife.
- Build relationships and partnerships with any of the above-mentioned departments/programs
- Engage in annual programs sponsored by the above-mentioned departments by participating yourself and encouraging your staff
- Enroll in classes offered by Being Well, Yale Stress Center and/or Yale WorkLife
- Host a Stress Reduction workshop for your team, at your department’s location led by the Being Well or Stress Center staff – (Can be coordinated by Being Well or Yale WorkLife)
- Attend or host a Flextime in the Workplace at Yale Workshop through Yale WorkLife
- Promote healthy lifestyles (or “well-being”) in your workplace, communicate opportunities, and share success stories and lessons learned
  - Commit to having healthy meal choices at staff meetings and gatherings
  - Encourage Walking-Talking meetings to address health, wellness, & operational needs
  - Support requests flexible work arrangements
- Apply for a Being Well at Yale Department Wellness Scholarship to support a worksite wellness initiative

Departmental Resources
- Department leader
- HR Generalist
- Department staff