



What's Your Harvard Like?

The Harvard 2006 Staff Survey

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GSD Employee Survey Results Team



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Staff Survey Background



Objectives

- ▶ Listen to staff in a comprehensive way about their employment experience
- ▶ Gather reliable data on the quality of work life at Harvard and enable comparisons across units
- ▶ Identify the key factors that foster or undermine engagement at Harvard today
- ▶ Benchmark against the “Best Employers”
- ▶ Make workplace improvements leading to an engaging work environment
- ▶ Attract, retain, inspire and motivate the talented people Harvard needs to be successful

How Engagement Is Defined



Engagement is a state of emotional and intellectual commitment to an organization or group.



Consistently speak positively about the organization to coworkers, potential employees, and students

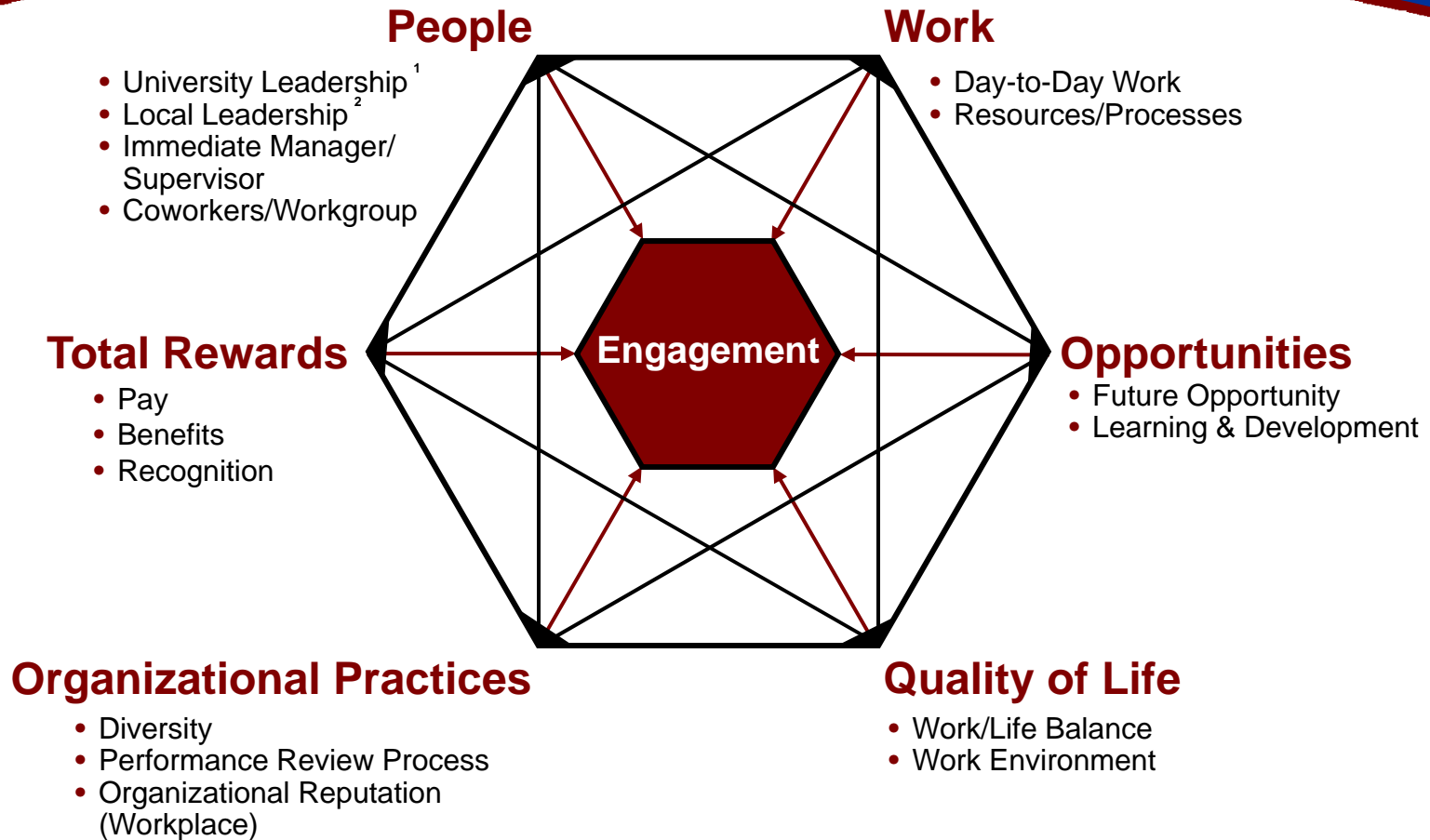


Have an **intense desire to be a member** of the organization



Exert extra effort and engage in behaviors that contribute to organizational success

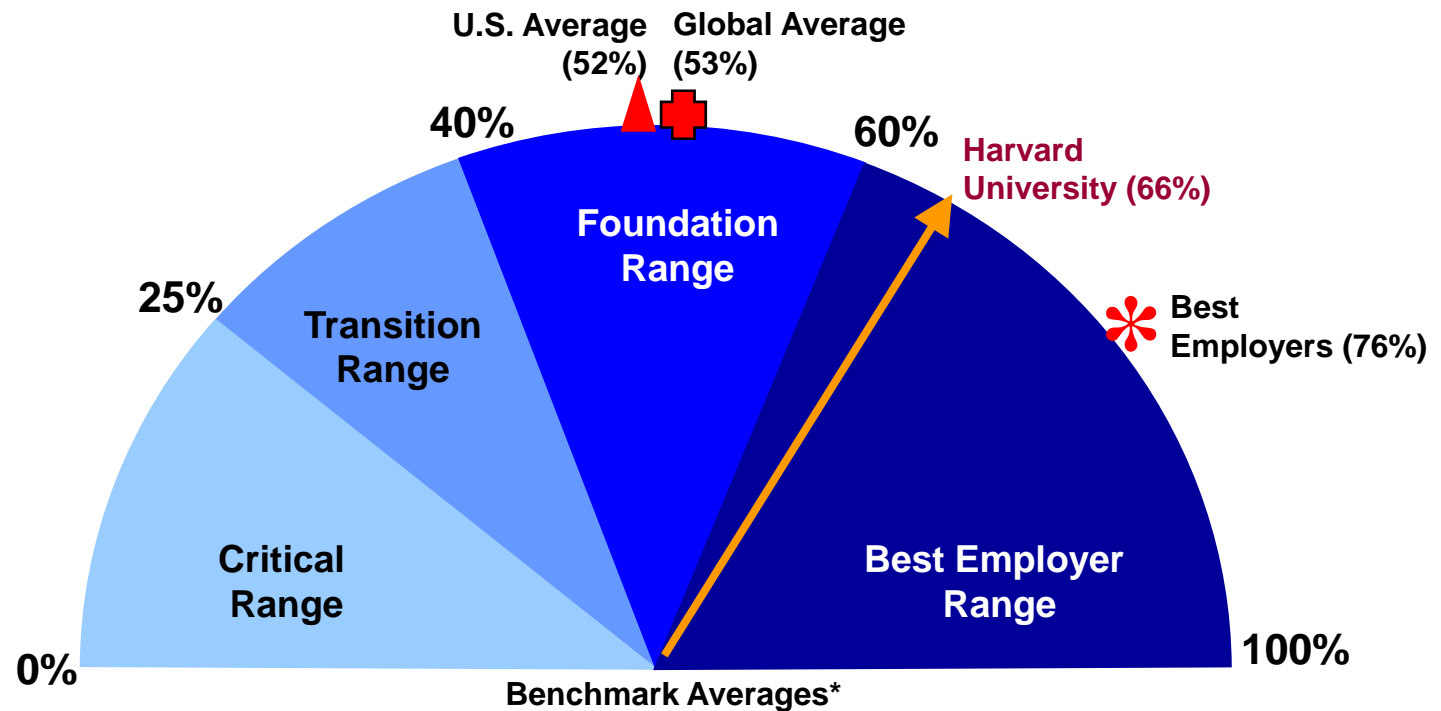
Drivers of Engagement



¹ **University Leadership:** The President, Provost, vice presidents, and school deans. (Vice presidents and school deans have a dual role as both University and local leaders.)

² **Local Leadership:** The leadership of one's school or major department. In a school, this refers to school deans, administrative and academic deans, and department chairs. In Central Administration, this refers to vice presidents and department directors.

Benchmark Comparisons



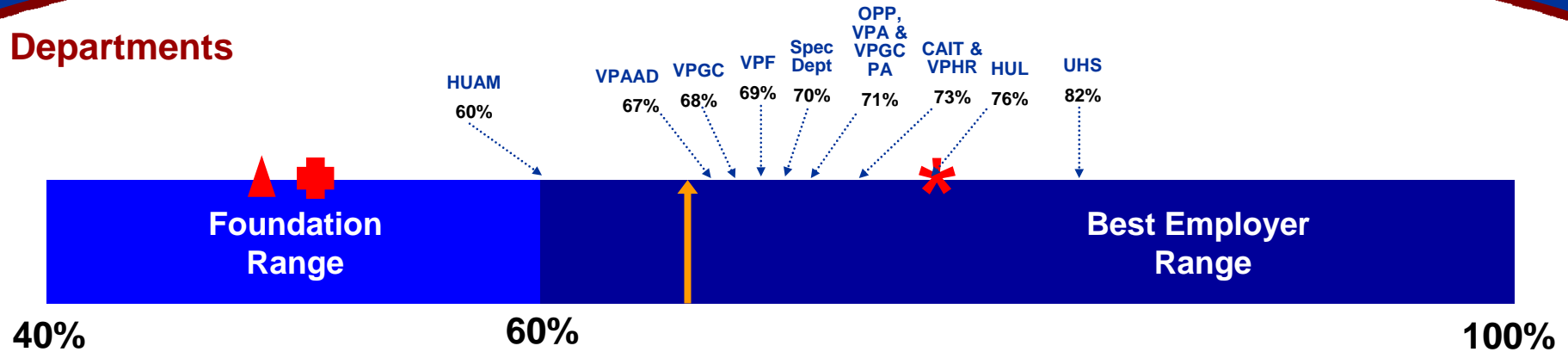
*Source: Hewitt Associates Employee Research Database of approximately 1,700 companies (2002–2004).

Some variation by school/department, but most in the Best Employer range

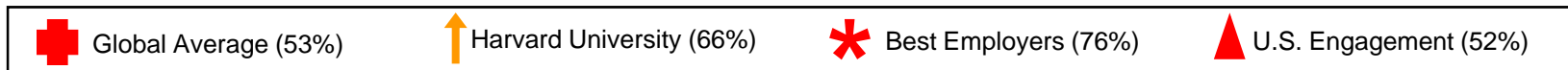
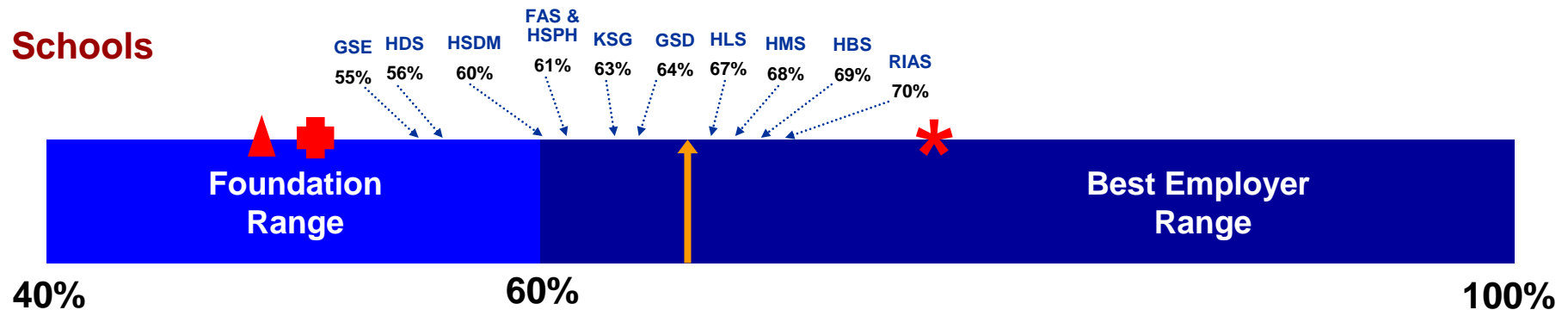
Engagement Scores Vary Across Schools/Departments...



Departments



Schools



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*Source: Hewitt Associates Employee Research Database of approximately 1,700 companies (2002–2004).

A Picture of the GSD Employment Experience: The Good News



Staff enjoy their work

- Staff look forward to coming to work each day
- Staff get a sense of accomplishment from their work
- Motivated to do their best work and go “above and beyond”

Strong Manager and Coworker Relationships

- Manager evaluated favorably in many areas
- Ratings of coworkers and teamwork high
- Staff feel they “fit in”

Favorable Perceptions of Benefits

- Well understood
- Perceived as competitive
- Effective in meeting needs
- Able to take time off as desired

Other Important Positives

- High marks for workplace safety
- High marks for diversity
- High marks for balance between work and personal life, manageable workload and flexibility

A Picture of the GSD Employment Experience: The Challenging News



Ratings of University Leadership are Weak

- Leaders perceived to not care about staff
- University goals and priorities not clearly communicated

Ratings of Pay are Extremely Low

- Staff does not believe pay is competitive
- Weak link between pay and performance
- Findings are significantly below Hewitt norms

Issues with Career Opportunity

- Staff perceive that career opportunities do not always go to the most qualified people
- Lack of understanding/resources on how to move up at Harvard

Issues with Communication from Local Leadership

- Staff do not believe communication is adequate
- Need to do better in communicating the reasons behind decisions and actions

Leading Driver #1: University Leadership



Overall feeling of lack of inclusion and direction stemming from communication, visibility, priority-setting and decision-making of University leadership

	Percent Positive	Comparison With Best Employers
I see strong evidence of effective leadership at the University	22%	-45
University leadership does a good job of communicating Harvard's goals and priorities	29%	-36
University leaders demonstrate through their actions that they care about staff members	19%	*

Leading Driver #1: University Leadership



“It would be good to know what is happening in Allston and when; I liked Larry Summers and am still upset over the FAS faculty vote of no confidence.”

“In a recent university-wide letter describing Harvard’s direction and plans, importance of faculty, management and other topics were addressed. Staff was not mentioned once in this very long letter”

“There needs to be better communication on the reasons for decisions.”

“I firmly believe that the strong and fair leadership on all levels is key to making Harvard University the best place to work.”

“There needs to be a focus on strong, effective leadership that will not turn the other direction on difficult/unpopular issues or situations.”

Leading Driver #2: Career Opportunities



People think about their career in terms of the total University but are frustrated at the lack of any University-wide process to develop and move talent

	Percent Positive	Comparison With Best Employers
There are good career opportunities for me at Harvard.	43%	-8
I know what career opportunities are available to me at Harvard	59%	-9
The performance review process has been helpful to me in understanding how to move up at Harvard	25%	*
I feel comfortable exploring career opportunities here without negative repercussions	57%	*
At Harvard, career opportunities always go to the most qualified people	23%	-35
I have sufficient opportunities for training and professional development	66%	-2
I have sufficient opportunities to take on challenging assignments	63%	*

Leading Driver #2: Career Opportunities



“There needs to be more mentoring and discussions on how to improve and excel in regards to one’s career at Harvard.”

“Harvard should focus on providing more opportunities for upward movement and change to a higher salary grade. I would like to know that I could aspire to an exempt position because I work as if I am in that type of position.”

“Harvard needs to provide greater job growth opportunities for all levels of staff.”

“I think there should be opportunities to learn more about moving up and/or around Harvard – more career development within Harvard or promoting from within in local departments.”

“I feel that a lot of ‘pigeon holing’ exists and that people are often stuck where they began.”

“There is a sense that not everyone is treated equally when it comes to internal career development and job advancement.”

“More opportunities for internal advancement need to be provided.”

Leading Driver #3: Pay



Staff believe Harvard's pay is not competitive and that it is not linked to performance

	Percent Positive	Comparison With Best Employers
I am paid fairly for the contributions I make to Harvard's success	34%	*
My performance has a significant impact on my pay	15%	-43
I receive appropriate recognition (beyond compensation) for my contributions and accomplishments	40%	-19
My pay at Harvard is competitive with what I could earn elsewhere	31%	*
Compared with other employees at Harvard, I am paid fairly	35%	*
I believe that incentive/bonus pay is an effective way to reward performance	68%	*

Leading Driver #3: Pay



“Harvard needs to compensate outstanding work performance with merit raises.”

“Staff pay and compensation needs to be based on individual performance.”

“Make it easier for management to recognize and reward employees by pay increases, bonuses and promotions.”

“Develop ways that staff can talk about benefits and salaries with their supervisors and have ways that you can move up the salary ladder without having to leave your job.”