

2014

Humboldt State University
HR Employee Engagement
Survey Results

ALL RESULTS

Prepared by:
Alexis Naiknimbalkar
Quality and Special Initiatives
Office of the Chancellor
Software: Snap Survey Professional 10
Report Date: 06/04/2014

Survey Contacts

for survey customization & approval.

	Primary Contact	Additional Contact 1	Additional Contact 2
Name	Margaret Merryfield	Gay L. Hylton	
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Date Survey Opened: 04/24/2014

Date Reminder Sent: 05/01/2014

Date Survey Closed: 05/28/2014

Survey Administration & Analysis

The web-based surveys were conducted using SNAP Survey Professional 10.

The survey URL was distributed to the sample group via e-mail.

Analysis was performed and reports created using SNAP Survey Professional 10.

Population and Sample

	All Faculty/Staff	Total
Total Population	1373	1373
Sample	1373	1373
Responses	671	671
Minimum Response Rate	49%	49%

Note: The response rates listed above must be considered as minimum values as they assume that all individuals on the campus-provided e-mail list had an opportunity to take the survey. In reality the number of individuals that will have received the e-mail link is lower than the Sample value due incorrect e-mail addresses, blocked e-mail, etc.

Sample Description

All campus faculty/staff members.

Surveys Administered by: Chancellor's Office

Survey E-mail Letter Invitation Text:

Subject: Please Take the Employee Engagement Survey

Recently you were notified that HSU would be conducting an employee engagement survey. The survey is now open. All faculty and staff have been invited to participate. Please click on the survey link at the bottom of this email to complete the survey. Your honest and candid input is very important and will be greatly appreciated. The survey should take about 15 to 20 minutes to complete.

Your participation is voluntary. Your responses are confidential and will be treated anonymously. Results will be presented as aggregate data and will not be shown in any way that could link a person to their opinion or statements.

Thank you for your help in this important matter.

Sincerely,

Rollin Richmond, President

Click on the link below to begin the survey:
{SurveyLinkAuto}

If you have difficulty accessing the survey and need assistance, contact Alexis Naiknimbalkar at anaik@calstate.edu.

Survey E-mail Letter Reminder Text:

Subject: Reminder to Complete Employee Engagement Survey

Our automated survey system indicates that at the time this email was sent to you, you had not yet completed the employee survey. If this is still correct, please take a few minutes right now to go to the URL link below and complete the survey. Your input is very important.

Sincerely,

Rollin Richmond, President

Click on the link to the right to begin the survey:
{SurveyLinkAuto}

If you have difficulty accessing the survey and need assistance, contact Alexis Naiknimbalkar at anaik@calstate.edu.

ALL Survey Results

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

Analysis...: Q10.a~Q10.e, Q11.a~Q11.g, Q12.a~Q12.g, Q13.a~Q13.i, Q14.a~Q14.f, Q15.a~Q15.c, Q16.a~Q16.h

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Analysis Ordered

Cells.....: Counts, Respondents

	Total	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know / NA / Decline to Answer	% Unsatisfied	Mean
Base	30195	9186	10986	4942	3021	1614	446	15.6%	3.78
We have adequate resources in my department/work group to meet our goals and objectives.	671	68	181	110	196	114	2	46.3%	2.84
There are no major barriers to performing well at my job.	671	112	199	113	157	89	1	36.7%	3.13
Morale is high in my department/work group.	671	102	186	145	146	82	10	34.5%	3.12
Employee morale is high on this campus.	671	29	154	244	141	71	32	33.2%	2.89
Senior leaders share information about important matters affecting the campus such as budgets, planning, and significant changes.	671	55	232	148	146	63	27	32.5%	3.11
I have confidence that the senior leadership of this campus is capable of addressing the challenges that we face.	671	50	182	221	124	60	34	28.9%	3.06
Conflicts among employees in my department/work group are managed effectively.	671	118	189	152	98	71	43	26.9%	3.29
I feel informed about changes that could affect me.	671	70	256	162	125	54	4	26.8%	3.24
In my department/work group, I am asked for my opinion before changes are made.	671	127	255	108	97	78	6	26.3%	3.38
Senior leaders on this campus act with integrity and honesty.	671	59	185	242	95	46	44	22.5%	3.19

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

Analysis...: Q10.a~Q10.e, Q11.a~Q11.g, Q12.a~Q12.g, Q13.a~Q13.i, Q14.a~Q14.f, Q15.a~Q15.c, Q16.a~Q16.h

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Analysis Ordered

Cells.....: Counts, Respondents

	Total	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know / NA / Decline to Answer	% Unsatisfied	Mean
Base	30195	9186	10986	4942	3021	1614	446	15.6%	3.78
I am satisfied with the way my career has progressed at this campus.	671	168	218	132	81	63	9	21.8%	3.52
I have opportunities for professional growth and development at this campus.	671	118	275	134	100	37	7	20.6%	3.51
I feel appreciated for the work I do.	671	137	312	88	92	40	2	19.7%	3.62
I am satisfied with my department/work group's leadership.	671	214	195	128	58	68	8	19.0%	3.65
I receive timely feedback on my performance.	671	179	212	146	77	44	13	18.4%	3.62
I feel like I am allowed to contribute at work to the best of my ability.	671	176	291	92	80	31	1	16.6%	3.75
In my department/work group, my opinions are valued.	671	178	265	110	56	52	10	16.3%	3.70
The people I work with cooperate and work as a team.	671	198	291	78	65	37	2	15.2%	3.82
I respect and trust my supervisor.	671	273	216	74	53	48	7	15.2%	3.92
My supervisor supports my professional growth and development.	671	238	201	123	58	38	13	14.6%	3.83
When a problem at work arises, I feel comfortable discussing it with my supervisor.	671	248	232	89	51	45	6	14.4%	3.88
At this campus we maintain very high standards of performance and quality.	671	115	272	183	74	16	11	13.6%	3.60

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

Analysis...: Q10.a~Q10.e, Q11.a~Q11.g, Q12.a~Q12.g, Q13.a~Q13.i, Q14.a~Q14.f, Q15.a~Q15.c, Q16.a~Q16.h

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Analysis Ordered

Cells.....: Counts, Respondents

	Total	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know / NA / Decline to Answer	% Unsatisfied	Mean
Base	30195	9186	10986	4942	3021	1614	446	15.6%	3.78
My supervisor acknowledges employees when they do a good job.	671	230	240	103	54	36	8	13.6%	3.87
This campus practices high ethical standards.	671	113	256	192	65	23	22	13.6%	3.57
I would recommend my department/ work group as a good place to work.	671	233	247	96	60	30	5	13.5%	3.89
My co-workers consistently look for more effective ways of getting the job done.	671	190	253	130	67	21	10	13.3%	3.79
Interpersonal relationships within my department /work group are courteous, respectful, and professional.	671	220	283	77	61	27	3	13.2%	3.91
My supervisor acts with integrity and honesty.	671	283	219	79	43	36	11	12.0%	4.02
I am treated fairly by my supervisor.	671	273	231	84	44	35	4	11.8%	3.99
I can depend on the members of my department/ work group.	671	210	273	108	60	15	5	11.3%	3.91
My department/work group responds effectively to complaints about our work from people we serve (students, staff, or faculty).	671	175	293	116	51	18	18	10.6%	3.85
If I could go back and do it all over again, I would still accept my position at this campus.	671	274	243	79	40	26	9	10.0%	4.06

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

Analysis...: Q10.a~Q10.e, Q11.a~Q11.g, Q12.a~Q12.g, Q13.a~Q13.i, Q14.a~Q14.f, Q15.a~Q15.c, Q16.a~Q16.h

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Analysis Ordered

Cells.....: Counts, Respondents

	Total	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know / NA / Decline to Answer	% Unsatisfied	Mean
Base	30195	9186	10986	4942	3021	1614	446	15.6%	3.78
I have the training I need to do my job well.	671	244	276	88	51	11	1	9.3%	4.03
My department/work group maintains very high standards of quality.	671	252	266	101	38	11	3	7.3%	4.06
The work that I do is satisfying.	671	317	240	66	33	12	3	6.7%	4.22
I am given responsibility and freedom to do my job.	671	291	287	53	23	16	1	5.8%	4.21
I understand my campus mission, goals, and objectives.	671	248	313	72	29	5	4	5.1%	4.15
This campus is prepared to handle an emergency.	671	171	312	121	26	5	36	4.9%	3.97
I clearly understand my job responsibilities.	671	360	254	29	23	5	-	4.2%	4.40
I am proud of the accomplishments of my department/work group.	671	277	283	78	20	7	6	4.1%	4.21
I am proud to work on this campus.	671	288	273	82	16	9	3	3.7%	4.22
I know how my job directly supports my department/work group's goals and objectives.	671	364	262	21	17	6	1	3.4%	4.43
The work that I do is challenging.	671	363	226	61	15	6	-	3.1%	4.38
I understand how my job directly supports the campus mission.	671	400	223	36	9	3	-	1.8%	4.50
I consistently put in extra effort beyond what is expected in my job.	671	378	234	48	6	4	1	1.5%	4.46

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

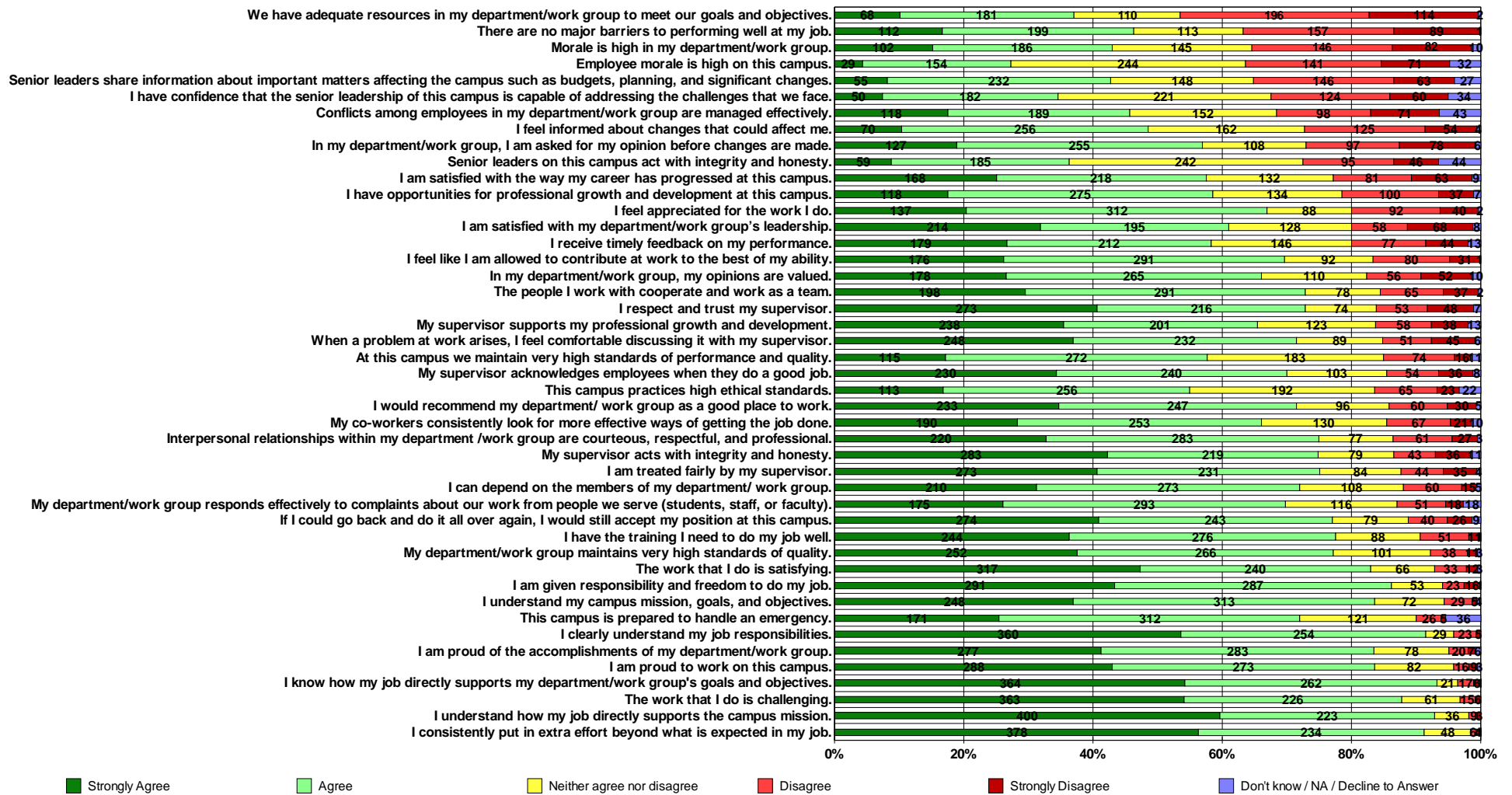
Analysis...: Q10.a~Q10.e, Q11.a~Q11.g, Q12.a~Q12.g, Q13.a~Q13.i, Q14.a~Q14.f, Q15.a~Q15.c, Q16.a~Q16.h

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Transposed, Analysis Ordered

Cells.....: Counts, Respondents



Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

Analysis...: Custom1a~Custom1e

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Analysis Ordered

Cells.....: Counts, Respondents

	Total							% Unsatisfied	Mean
		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know / NA / Decline to Answer		
Base	3345	1043	1291	517	237	116	141	11.0%	3.91
My direct supervisor takes steps to include people or perspectives reflecting different backgrounds, beliefs, and identities in department activities and decision-making.	669	211	243	89	57	37	32	14.8%	3.84
All people regardless of race, nationality, gender, age, sexual orientation or other individual characteristics are given a fair opportunity to succeed in this organization.	668	205	260	97	52	22	32	11.6%	3.90
This organization encourages a climate where diverse perspectives are valued.	669	197	261	122	50	23	16	11.2%	3.86
My department management makes sure that opportunities, activities, and professional development programs are offered in a way that honors or reflects diversity based on several perspectives, including gender, race, ethnicity, cultural view, sexual orientation, and an individual's status as a disabled person or a veteran whenever possible, feasible, and fair.	669	196	233	125	40	21	54	9.9%	3.88

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

Analysis...: Custom1a~Custom1e

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Analysis Ordered

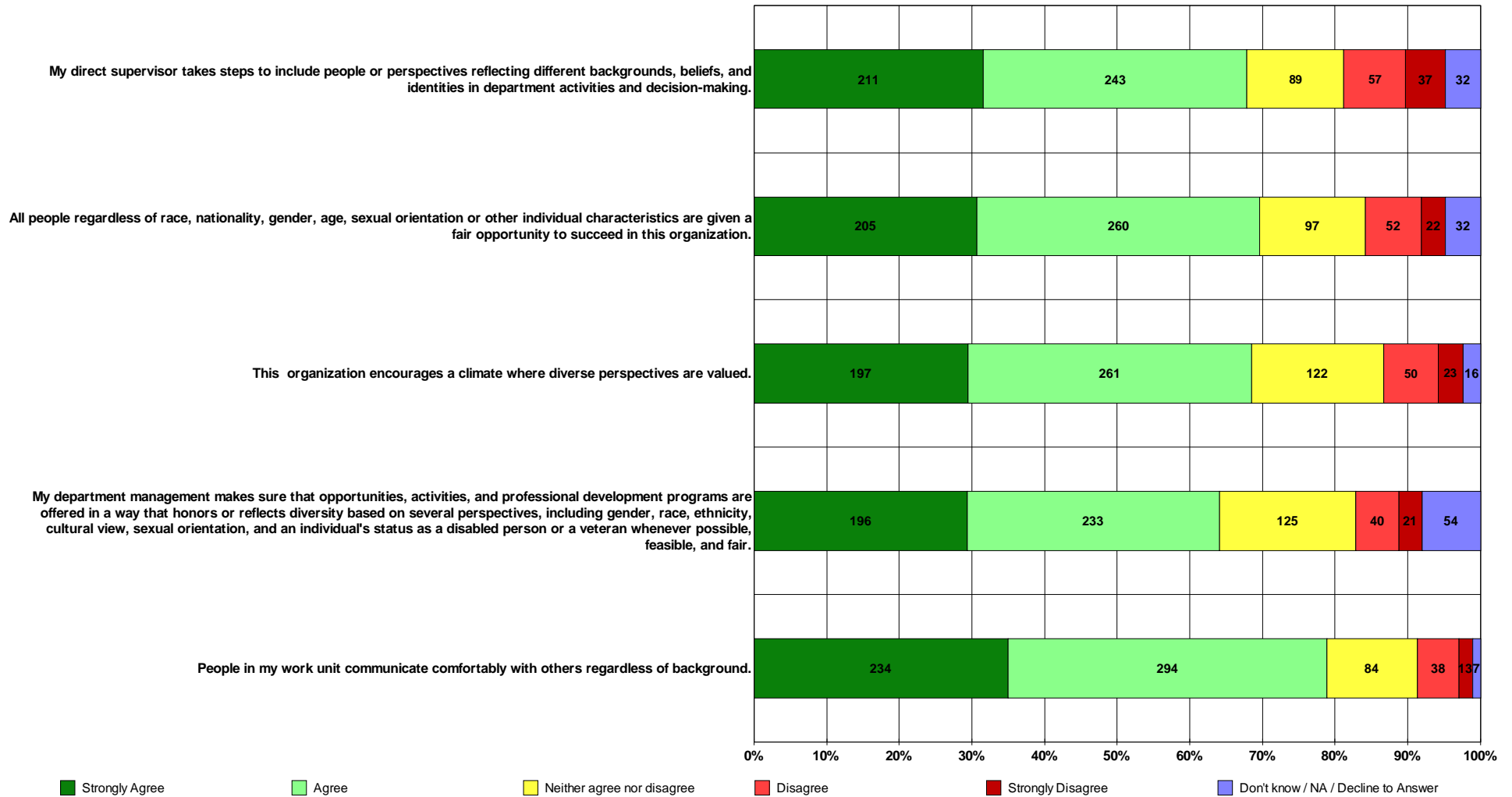
Cells.....: Counts, Respondents

	Total	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know / NA / Decline to Answer	% Unsatisfied	Mean
Base	3345	1043	1291	517	237	116	141	11.0%	3.91
People in my work unit communicate comfortably with others regardless of background.	670	234	294	84	38	13	7	7.7%	4.05

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

Analysis...: Custom1a~Custom1e
 Filter.....: All Respondents
 Score.....: Weight WT1
 Options...: Transposed, Analysis Ordered
 Cells.....: Counts, Respondents



Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

Analysis...: Custom2a~Custom2d, V100, Custom2f~Custom2m

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Analysis Ordered

Cells.....: Counts, Respondents

	Total	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know / NA / Decline to Answer	% Unsatisfied	Mean
Base	8674	2056	3617	1616	830	304	251	13.5%	3.75
I have a best friend at work.	668	92	151	198	145	61	21	31.8%	3.11
There is cooperation between departments across the campus.	668	44	212	213	111	31	57	23.2%	3.21
Disagreements among employees in my work group are managed effectively	667	99	223	170	98	36	41	21.4%	3.40
There is cooperation between departments in the division.	662	74	276	165	76	19	52	15.6%	3.51
Discrimination has NOT adversely affected my ability to work.	669	277	200	82	48	41	21	13.7%	3.96
There is cooperation between the work groups in my department.	667	134	321	115	57	22	18	12.2%	3.75
I feel comfortable, valued and included in my department.	670	219	288	85	56	19	3	11.2%	3.95
My department provides a welcoming environment for all employees.	669	171	309	113	51	17	8	10.3%	3.86
Interpersonal relationships within my department are courteous and professional.	668	160	339	95	46	22	6	10.3%	3.86
Employees in my work group respect each others' differences.	670	154	330	118	48	13	7	9.2%	3.85
My co-workers care about me as a person.	660	214	299	98	35	8	6	6.6%	4.03

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

Analysis...: Custom2a~Custom2d, V100, Custom2f~Custom2m

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Analysis Ordered

Cells.....: Counts, Respondents

	Total	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know / NA / Decline to Answer	% Unsatisfied	Mean
Base	8674	2056	3617	1616	830	304	251	13.5%	3.75
I am treated with respect by my coworkers.	667	228	332	63	33	7	4	6.0%	4.12
My coworkers respect individual and cultural differences.	669	190	337	101	26	8	7	5.1%	4.02

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Please rate how strongly you agree or disagree with the following:

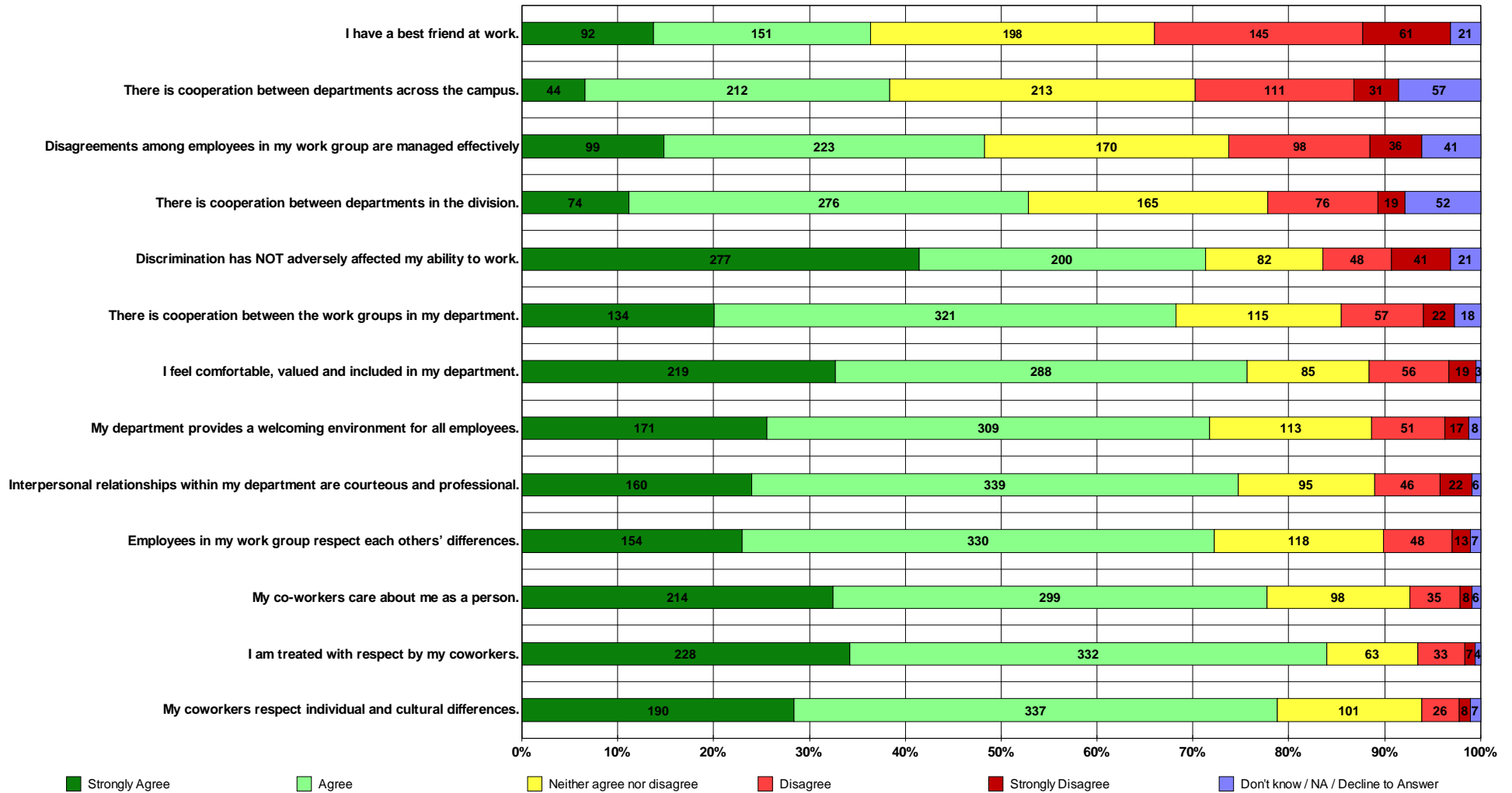
Analysis...: Custom2a~Custom2d, V100, Custom2f~Custom2m

Filter.....: All Respondents

Score.....: Weight WT1

Options...: Transposed, Analysis Ordered

Cells.....: Counts, Respondents



Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

In the last year I have participated in campus:

Analysis.: In the last year I have participated in campus:

Filter.....: All Respondents

Cells.....: Counts, Analysis %, Respondents

Base	604 100.0%
In the last year I have participated in campus:	
government	122 20.2%
workshops	459 76.0%
social functions	501 82.9%
classes through fee waiver	55 9.1%
training for upward mobility/professional development	262 43.4%

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

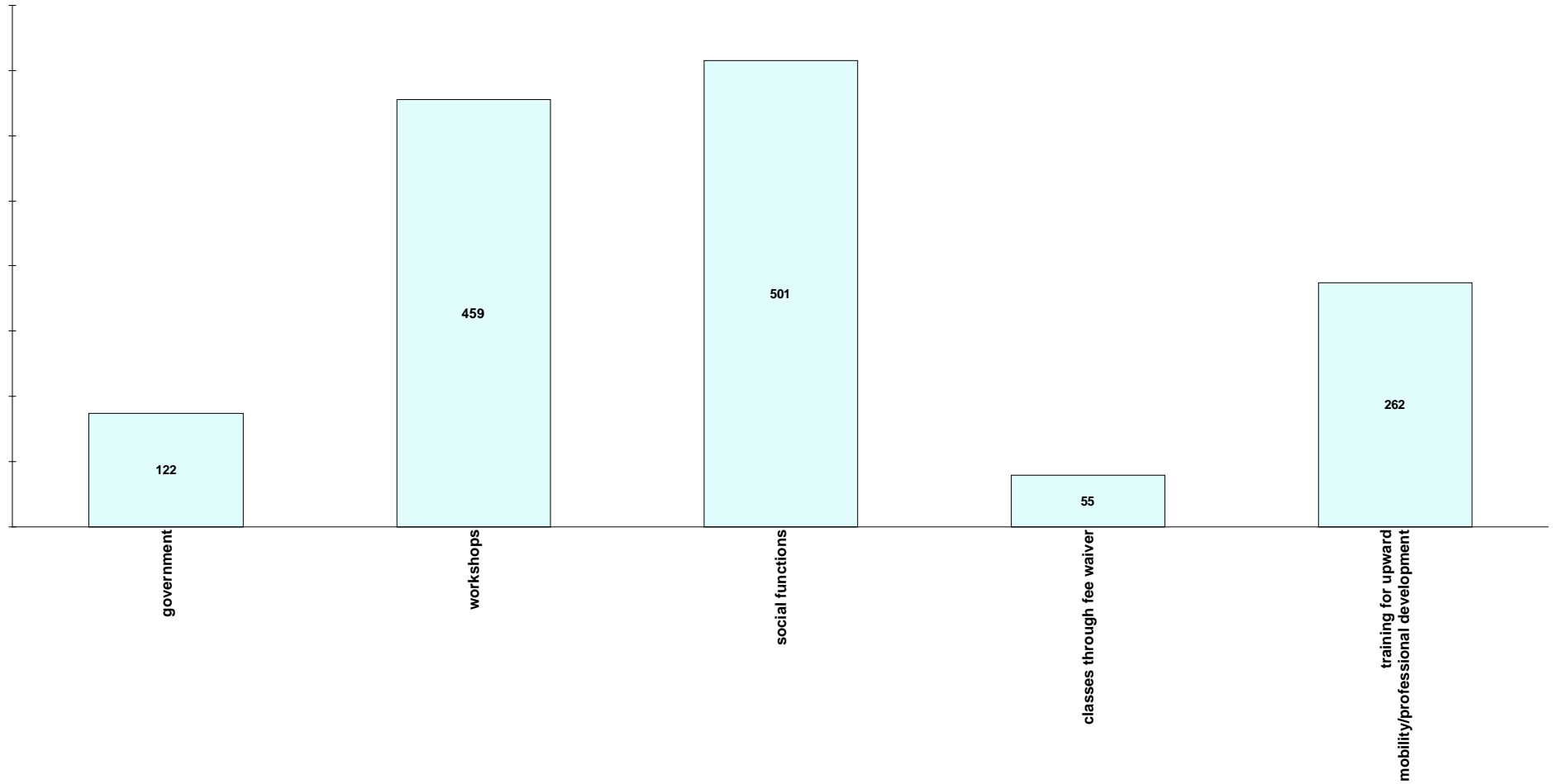
In the last year I have participated in campus:

Analysis...: In the last year I have participated in campus:

Filter.....: All Respondents

Options...: Transposed

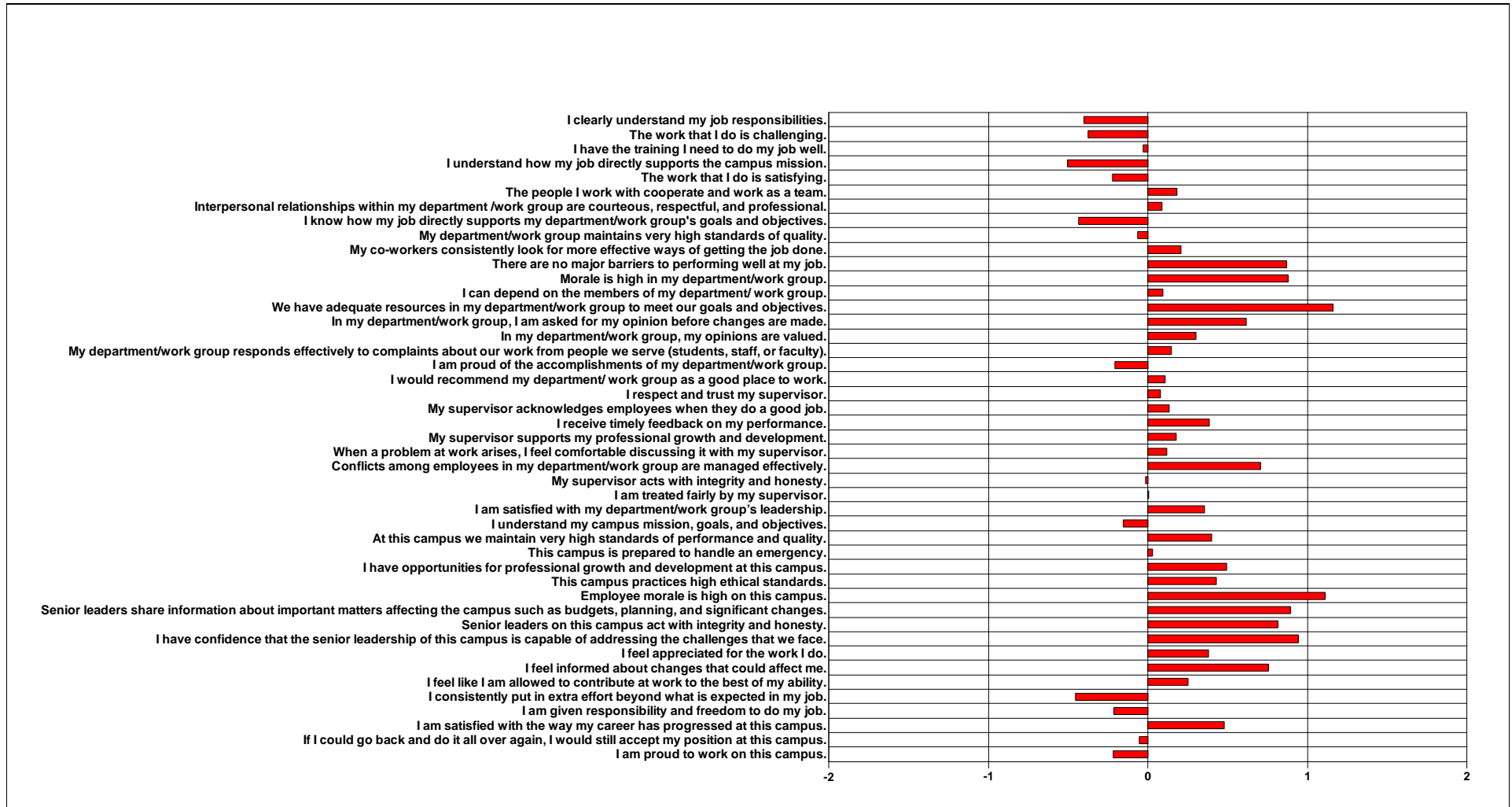
Cells.....: Counts, Analysis %, Respondents



Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Chart showing gap analysis between importance and satisfaction (Positive Values = Action Required; Negative Values = No Action Required) Importance set at 4 out 5.

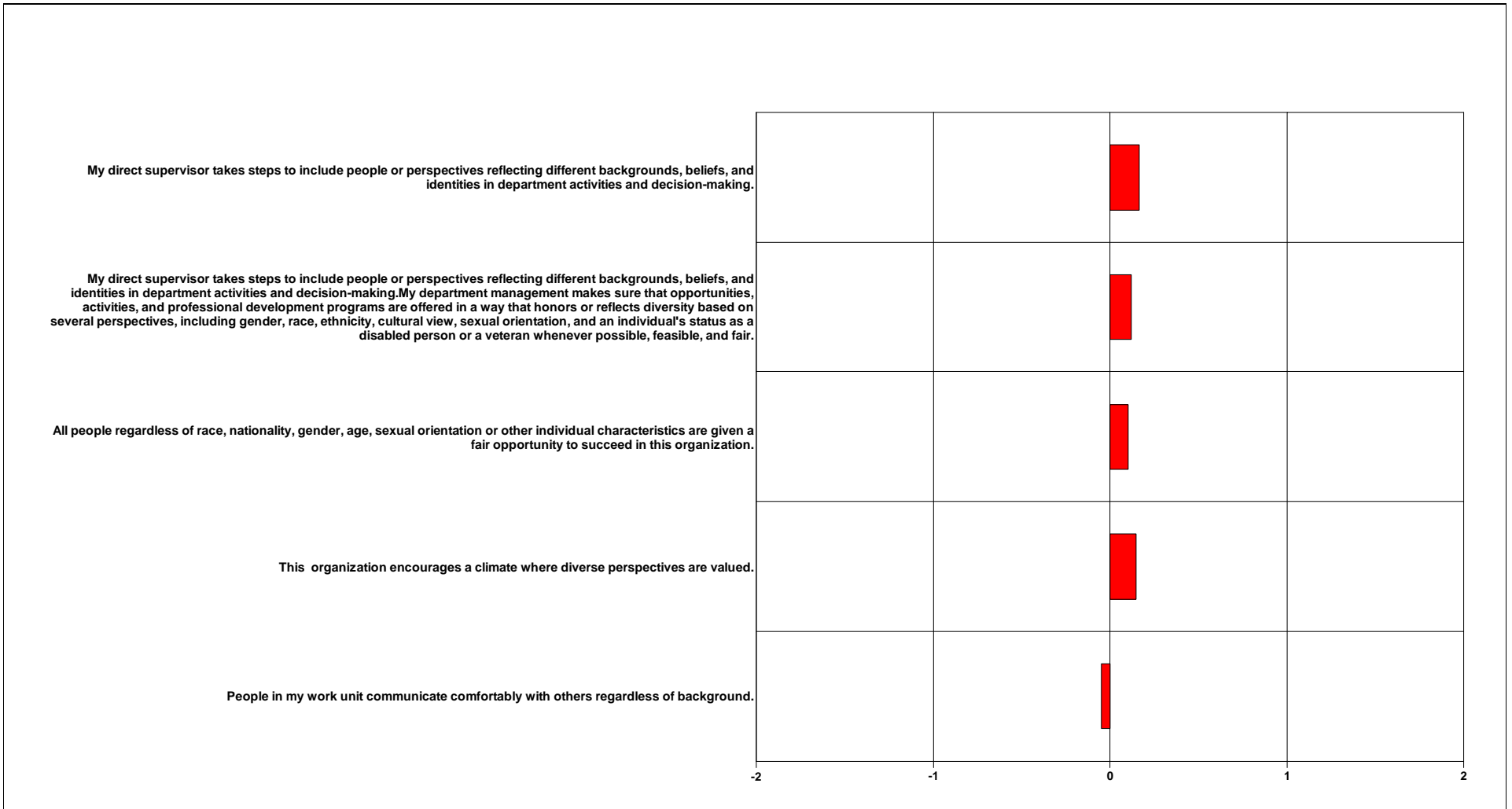
Analysis...: V1~V45
 Break.....: Descriptive Statistics
 Filter.....: All Respondents
 Options...: Transposed
 Cells.....: Counts, Respondents



Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Chart showing gap analysis between importance and satisfaction (Positive Values = Action Required; Negative Values = No Action Required) Importance set at 4 out 5.

Analysis...: V46~V50
 Break.....: Descriptive Statistics
 Filter.....: All Respondents
 Options...: Transposed
 Cells.....: Counts, Respondents



Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

Chart showing gap analysis between importance and satisfaction (Positive Values = Action Required; Negative Values = No Action Required) Importance set at 4 out 5.

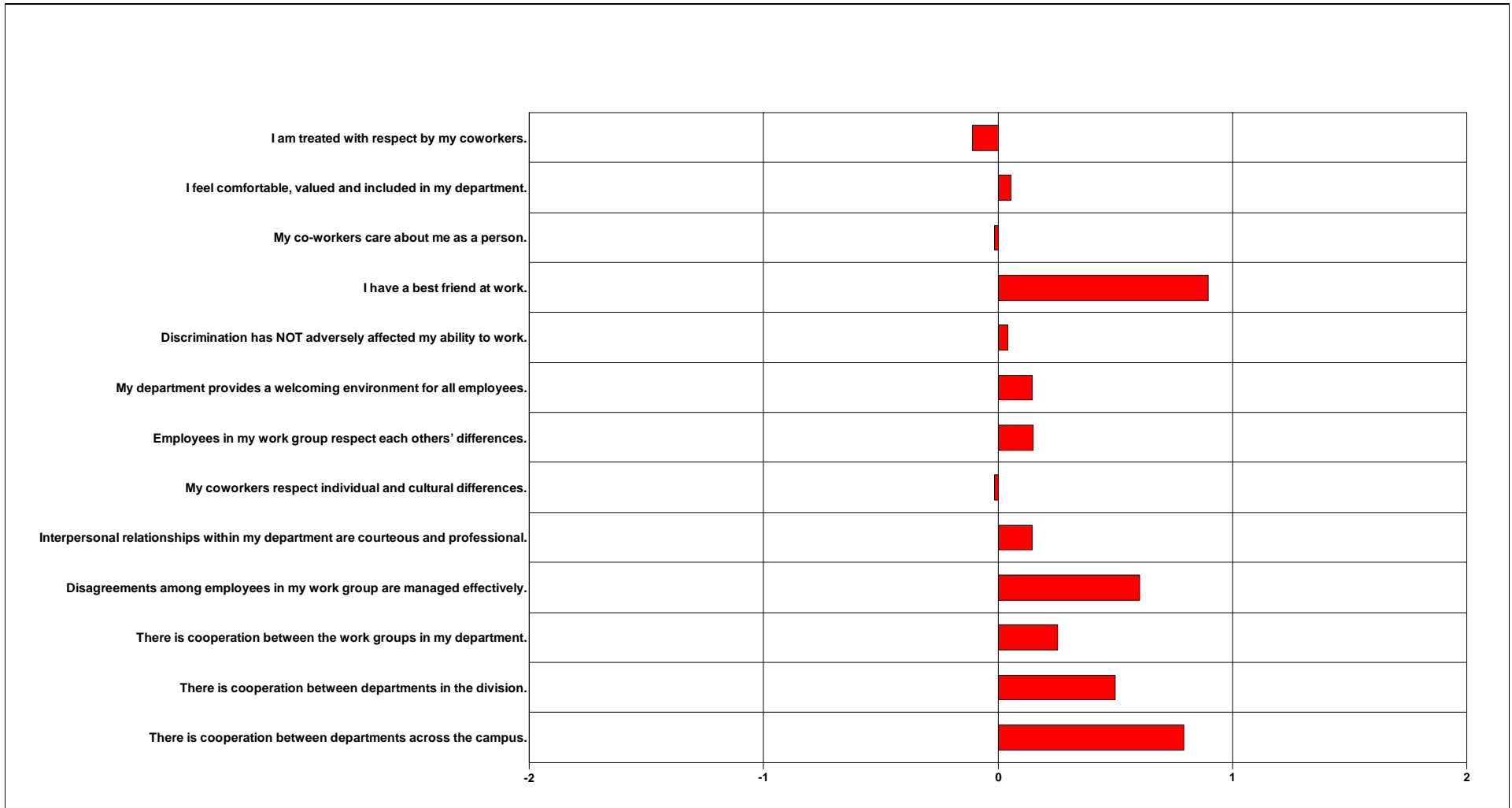
Analysis...: V51, V52, V53, V54, V55, V56, V57, V58, V59, V60, V61, V62, V63

Break.....: Descriptive Statistics

Filter.....: All Respondents

Options...: Transposed

Cells.....: Counts, Respondents



I am seriously considering leaving my job.

Analysis...: I am seriously considering leaving my job.

Filter.....: All Respondents

Cells.....: Counts, Analysis %, Respondents

Base	671 100.0%
I am seriously considering leaving my job.	
Yes	187 27.9%
No	484 72.1%

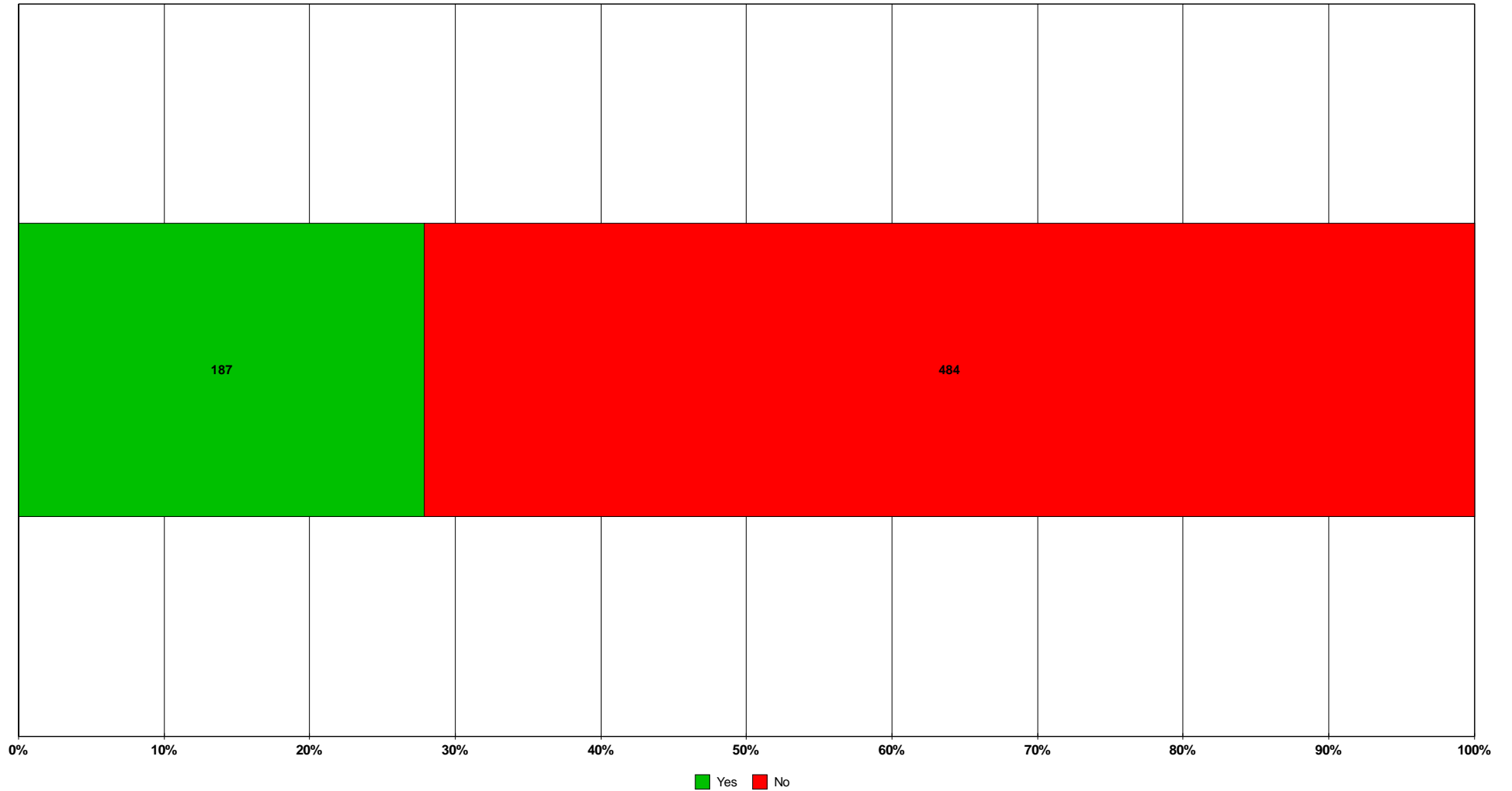
Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

I am seriously considering leaving my job.

Analysis...: I am seriously considering leaving my job.

Filter.....: All Respondents

Cells.....: Counts, Respondents



If you answered “yes”, what are the reasons you are seriously considering leaving your job?

Analysis...: If you answered “yes”, what are the reasons you are seriously considering leaving your job?

Filter.....: All Respondents

Cells.....: Counts, Analysis %, Respondents

Base	179 100.0%
If you answered “yes”, what are the reasons you are seriously considering leaving your job?	
...I am eligible to retire.	27 15.1%
...I feel like there are no opportunities to advance for me here.	52 29.1%
...I have been dissatisfied with my current job.	39 21.8%
...Other	61 34.1%

Humboldt State University - HR Engagement Survey Final Report - ALL RESULTS

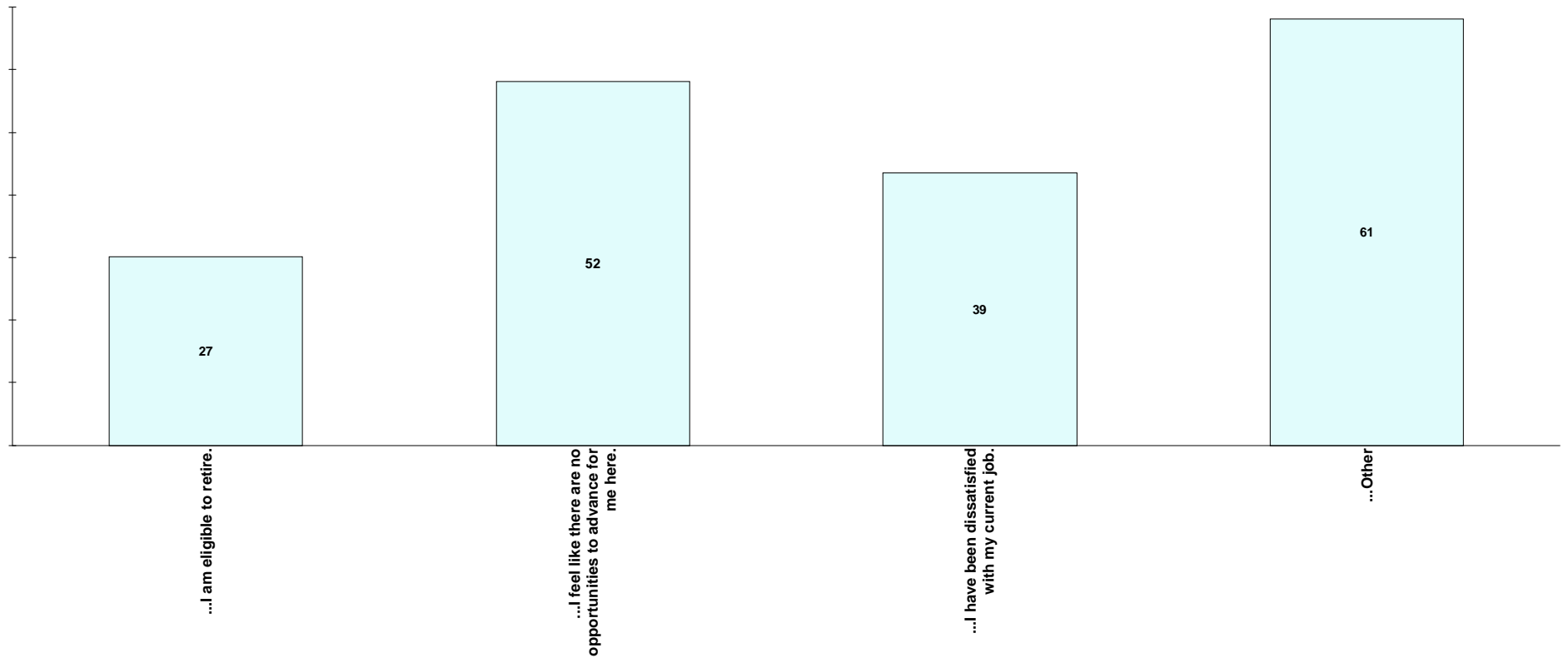
If you answered “yes”, what are the reasons you are seriously considering leaving your job?

Analysis...: If you answered “yes”, what are the reasons you are seriously considering leaving your job?

Filter.....: All Respondents

Options...: Transposed

Cells.....: Counts, Respondents



Copy of the SNAP Professional Survey

Satisfaction Surveys
Report Description

Prepared by:
Quality and Special Initiatives
Office of the Chancellor
5/30/2014

Survey Reports

Following are descriptions of the typical sections of the survey reports. The sections included in each survey vary and depend on the survey format and questions asked.

1. Question Frequency Tables

The primary report pages are frequency tables of participant responses. These include simple frequency counts for single questions, summarizing responses for multiple questions, and in some cases, Pareto charts. Each table is described below.

Basic response summary.

The most basic tables are for single questions such as shown in the example at the right. These have a total count for each response, the grand total of the responses and a percentage of the grand total.

Example standard tables.

Base	529 100.0%
I am seriously considering leaving my job.	
Yes	164 31.0%
No	365 69.0%

Tables for multiple questions.

When multiple questions in a survey have the same scale their responses are presented in a table to allow easier interpretation and comparison among questions. The tables summarize the counts of each response category and provide a total and a count of non-responses. The table is sorted by % Unsatisfied (Disagree+Strongly Disagree), showing most adverse at the top. A Mean (average score) is also provided (see below for a description of how the average is calculated.)

Example frequency table with percentages, sorted by (Disagree+Strongly Disagree), with Mean

	Total	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know / NA / Decline to Answer	% Unsatisfied 95% Confidence Interval	Mean
Base	24334	7433	7527	3693	2687	2247	747	20.9% ±0.5%	3.64
I have the training I need to do my job well.	529	275	157	60	25	10	2	6.6% ±2.1%	4.26
I am given responsibility and freedom to do my job.	529	216	229	47	24	9	4	6.3% ±2.1%	4.18
I am proud of the accomplishments of my department/work group.	529	206	218	69	18	11	7	5.6% ±2.0%	4.13
The work that I do is satisfying.	529	281	180	37	15	14	2	5.5% ±1.9%	4.33

Calculation of Mean Scores

In all cases calculating mean or average scores, the “Don’t Know / NA” responses are excluded from calculations.

- Average scores for satisfaction or agreement are calculated using a weighted average based on the weighting factors listed below.

Agreement Scale	Satisfaction Scale	Weighting Factor
Strongly Disagree	Very Dissatisfied	1
Disagree	Dissatisfied	2
Neutral	Neutral	3
Agree	Satisfied	4
Strongly Agree	Very Satisfied	5

- Average scores for importance are calculated using a weighted average based on the following weighting factors.

Agreement Scale	Weighting Factor
Not at all Important	1
Somewhat Important	2
Important	3
Very Important	4
Extremely Important	5

Special Note: Use of Mean Scores versus Percent Adverse Response

The use of average or mean scores alone to identify opportunities to improve can be limiting, because these values do not provide information to us about the distribution of responses. Consider a hypothetical situation where an identical question is asked at two campuses.

Assume that each campus receives 100 responses as shown in the table below. At Campus A, all 100 respondents indicated that they were “Satisfied” with the service provided. At Campus B we found that 75 respondents were “Highly Satisfied,” however 25 indicated that they were “Very Dissatisfied.”

Response Category	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Weighting	1	2	3	4	5
Campus A Responses				100	
Campus B Responses	25				75

From the results above we conclude that the respondents at campus A and B have very different perceptions. There is probably some sort of difficulty or dissatisfaction encountered by 25% of the respondents at campus B. However, the calculation for the average or mean results in both campuses having the same value. At Campus A all 100 respondents are given a value of 4, resulting in a mean score of 4.0. At Campus B, we find the mean score is also 4.0, as shown below.

$$Mean_B = \frac{(25 \times 1) + (75 \times 5)}{100} = \frac{400}{100} = 4.0$$

While it is obvious that there are differences between the performance of Campus A and Campus B, if we had relied only on the mean score we would not have discovered this fact.

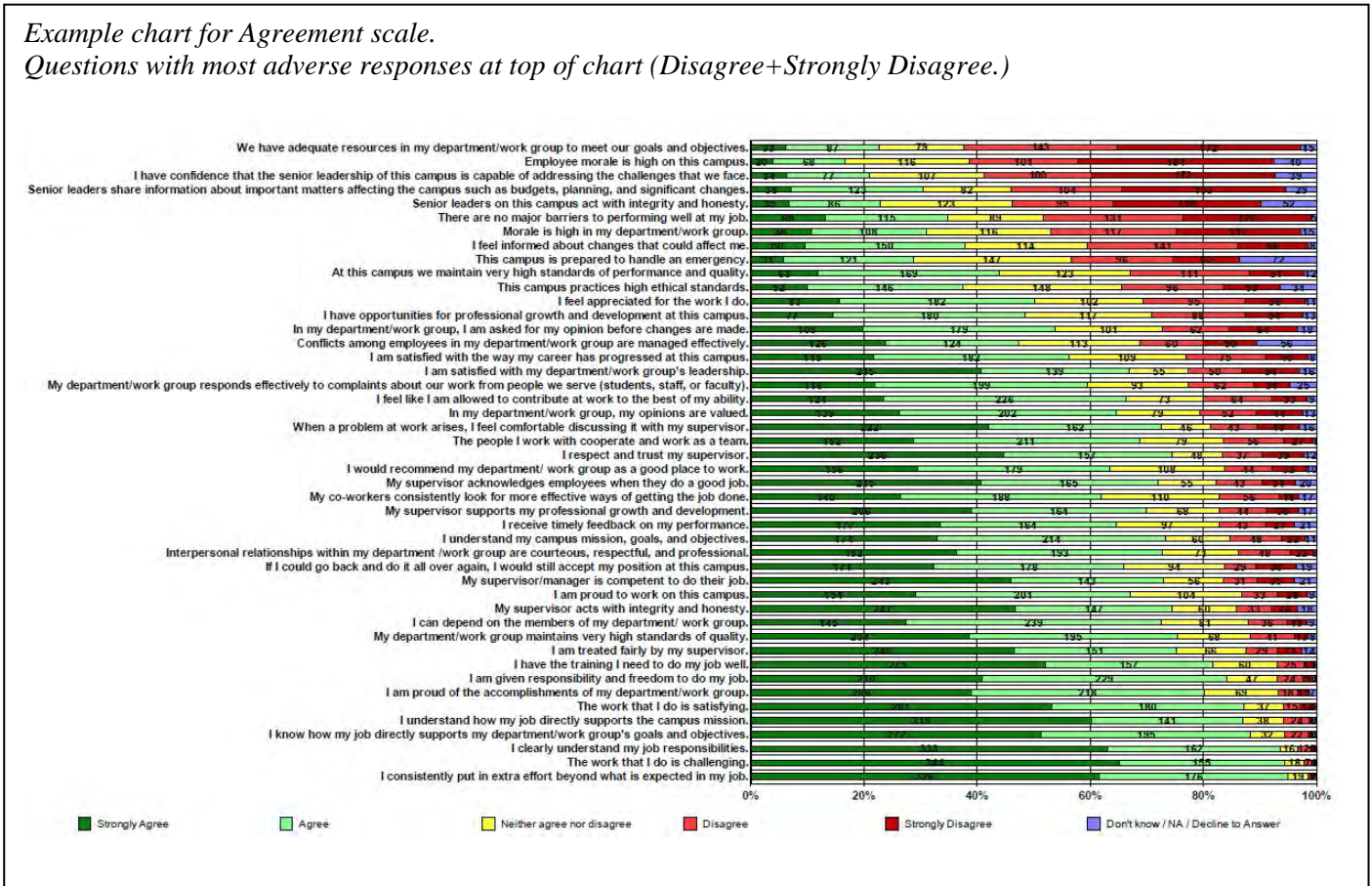
While average or mean scores can be useful in evaluating processes and setting goals, also consider examining the distribution of responses. Consider beginning your improvement efforts in an area by working to understand and reduce the percentages of Very Dissatisfied and Dissatisfied responses. For more information refer to the Process Improvement Tips section.

2. Bar Charts of Response Distribution

These charts show percentages of each response category for questions assessing satisfaction, agreement, or importance when multiple questions have identical response options. For satisfaction and agreement, the questions are sorted so that those having the highest percentage of negative or adverse responses are at the top of the chart. Note that when a question is worded such that agreement with a statement is adverse, the responses will be reversed for the chart, so that all adverse responses (whether based on disagreeing with a positively worded statement or agreeing with a negatively worded statement) still are at the top of the chart.

Example chart for Agreement scale.

Questions with most adverse responses at top of chart (Disagree+Strongly Disagree.)



3. Gap Analysis to Interpret Importance with Satisfaction

Gap analysis shows the difference between how important attributes are to your respondents and how satisfied they are with those attributes. It is a really useful way of comparing the results from your satisfaction and importance questions and allows for easy interpretation.

By comparing importance and satisfaction scores on your chart you can use gap analysis to **identify priorities for improvement**.

Gap analysis indicates that if the satisfaction bar is shorter than the importance one the company may have a problem!



A 5-point scale has been used on this questionnaire for both importance and satisfaction ratings from 1 to 5. (1= very dissatisfied to 5= very satisfied) and (1= not at all important to 5 = extremely **important**). The chart tells us how important various aspects of service are to customers, compared with how **satisfied** customers actually are with particular attributes e.g. helpdesk and users guide. The gap is the mean score for the satisfaction rating subtracted from the mean score for the importance rating.

The table below gives an interpretation of the findings in the chart. To summarize, if the mean score of a service is positive - above zero, then respondents' rate the service very important but they are not satisfied with the service they are receiving. In this instance, action is required. If the gap is below zero, negative, this indicates over achievement; respondents' rate this attribute relatively unimportant, but are very satisfied with the service. In this instance no action/improvement is required. The closer the gap is to zero the better balance there is between importance and satisfaction.

Interpreting the gap analysis chart:

Type of gap	Service	Priority	Meaning
Large positive gap	On-time delivery	1	A large, positive gap reflects respondents who think on time delivery is a very important feature, but their satisfaction of this service is low = Priority for improvement It is essential that the company look into improving their on-time delivery rates in order not to lose their customers.
Small positive gap	Helpdesk service	2	Again, respondents rated helpdesk as a relatively important feature compared to their satisfaction, but their satisfaction of this service falls short of this requirement. Again, this could be seen as an area for improvement , e.g. more helpdesk training or more staff on the helpdesk required.
Small negative gap	User Guides	3	Customers have rated this with higher satisfaction than importance. More time could therefore be spent improving other products.
Large negative gap	E-Newsletter	4	Respondents have given the E-newsletter high satisfaction scores when answering this question, but they do not think this it is an important feature. The company needs to concentrate on improving other services and products and leave the E-newsletter as low priority .

4. Comments

Tables or lists are provided for all questions having comment response fields. For some comment text, additional information, such as responses to other questions, are included along with the comment to provide context. For example, a set of questions might be “Would you recommend this service to your friends? Yes or No.” followed by a comment field asking “Why or why not?” In this case the comment pages would include both questions sorted by the response to the first question (Yes or No).

<i>Example Comment Fields</i>	
How can Career Development Services encourage first year students to build their career pathway?	
	<i>They might collaborate better with those operating the orientation and have a bigger deal, with more detail, of the services provided.</i>
	<i>Class presentations or explanation by the professors</i>
	<i>Communicate and get it known</i>
	<i>Perhaps during orientation, students should be told about these services, and taken to the Career Center so that they at least know where it is located.</i>
	<i>Just by letting them know that have that option of going to a career development office.</i>
	<i>Offer a workshop or orientation/ open house if the career center so first year students will be introduced to the career center</i>

Special note on confidentiality of contact lists and comment text. Sometimes free text comments mention names of individuals. For example, a respondent may make derogatory comments about a staff member. Also, contact lists may include individuals who have negative opinions about service or who wish to discuss other sensitive information. Campus representatives are responsible for ensuring that comment text and contact lists are handled in an appropriate manner.

Additional Analysis to Consider

The raw data sets can be provided to the individual campuses so that additional analysis can be performed to better understand root causes and factors influencing satisfaction levels.

Demographics

Individual campuses are encouraged to compare the demographics of the survey respondents to their campus populations.

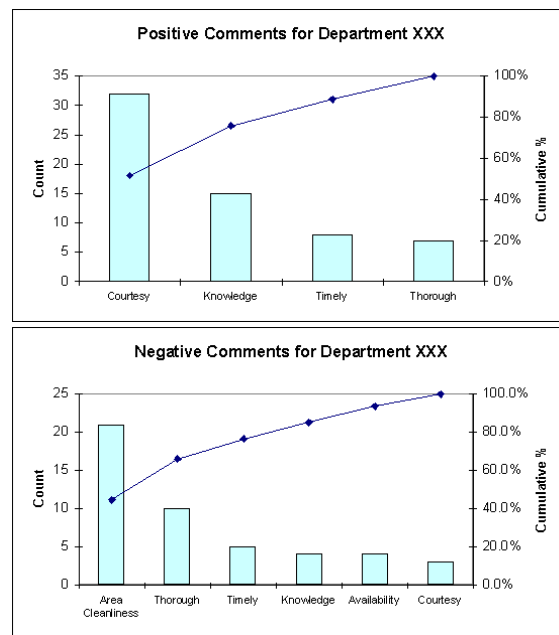
Trends or Identification of Significant Changes Over Time

Trend or other statistical analysis can be conducted once the data is input into Excel or other graphics or statistical software.

Comment Analysis

Comments are provided in text tables, unedited and typically presented either in the order received, or sorted alphabetically. Excel files can be provided with the comment text in separate spreadsheet cells. Consider having process owners review and then categorize the comments so that the results can be presented in bar charts or Pareto charts.

Example Pareto Charts for Comments



Other Investigation / Sources of Information

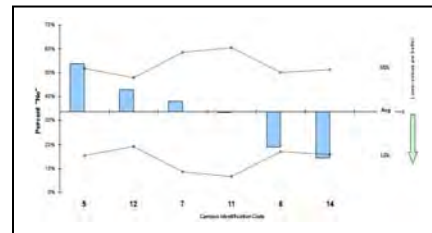
To identify and clarify opportunities to improve and potential best practices, consider informal or structured formal interviews with employees and customers, focus groups, literature searchers, and discussions or visits to other campuses or related organizations.

Identifying Areas to Investigate or Opportunities to Improve

Selection of areas to investigate or opportunities to improve can be based on several factors. Consider:

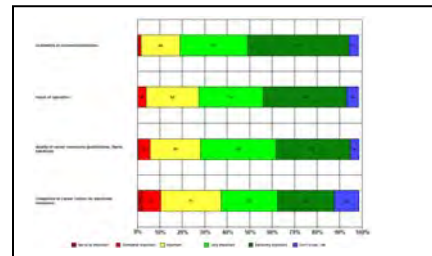
- Relation of a performance dimension or question to a strategic goal, or may have a high opportunity cost of maintaining current performance level.
- Dimensions of performance with significant risk-management concerns.

- Gap between performance and CSU mean or average score, benchmarks, or other campuses or comparative groups.



- Significant decreases in performance from prior surveys.

- Questions that have a low relative average performance and a high relative stated importance. These are shown in the upper left quadrant of the scatter plots. Ensure that you understand the meaning of the scales on this chart.



- Negative comments, complaints, or concerns about an area from internal or external customers.
- Controllability. Examine how much the aspect of service or performance is within your control or power to change.
- What level of resources or change will be required to improve the measure? Are those levels of investment possible? Conversely, what is the cost or impact of not improving performance?

Process Improvement Tips

- Working with satisfaction data can be frustrating. Sometimes we feel that we are faced with the truth behind the cliché that “you can’t please everyone,” versus the reality that most processes can be improved, sometimes to the benefit of both the customer and to the people who work in the process. Some key questions to consider are how much can satisfaction be improved and at what cost, as well as what level of satisfaction is required, or what level dissatisfaction can your process or system stand.
- When reviewing your results and establishing goals consider determining the impact of problems and dissatisfaction on the organization. What is the impact of dissatisfied students, faculty, or staff members in terms of health and safety, risk, the inconvenience customers experience such as impeding core education process, incurring unnecessary expense through a process that may be inefficient and ineffective, the impact of loss of loyalty, etc.?
- It would be difficult to improve satisfaction without understanding what it is that satisfies people about a service as well as what it is that dissatisfies them. A first step in improvement is often analyzing the symptoms or factors associated with satisfaction and dissatisfaction. This means determining the answer to questions that tell us what people are dissatisfied about, who is dissatisfied, when are they dissatisfied, how often, or where in your system the dissatisfaction occurs. The same questions can be evaluated regarding those who are satisfied. Depending on the survey questions and on the issue you face, the survey results are often the beginning of such an investigation. Consider following up the survey with other work such as literature searches, customer and worker interviews, and detailed process investigations, and discussions with colleagues at other campuses.
- When improving a process to raise scores, it may be helpful to think in terms of moving people from one response category to another, such as from Satisfied to Very Satisfied, or to move people out of the Very Dissatisfied and Dissatisfied categories into Neutral or higher. In doing so, it is important to note the work that must be done, or the types of process changes that are needed to move a person out of one of the Dissatisfied categories is often very different than the work or changes required to move people out of Neutral and into Satisfied, or from Satisfied to Very Satisfied.

Process Improvement Tips, continued.

- Dissatisfied or Very Dissatisfied responses often result when someone has experienced a process that produces errors or significant delays. High percentages of such adverse or negative responses often indicate an overall system or design problem. Something in the system or process that produces the result is possibly “broken,” inadequately designed, or over-capacity. Resist the urge to blame the workers, and look for other aspects of the overall system that may inhibit the workers’ ability to provide adequate service.
- High percentages of Dissatisfied or Very Dissatisfied responses may also be due to sub-populations that experience differences in a process such as based on individual demographics, when or where they receive service, or level of involvement with the process. Even a response of “Neutral,” typically indicating that the individual does not have strong feelings about the aspect of service being assessed, would be desired over a process that produces dissatisfaction.
- To increase the percentage of respondents in the Highly Satisfied category we may need to improve the effectiveness or efficiency of an already adequately functioning process, or we may need to find ways to provide service such that people feel cared for, recognized and treated with respect, or treated as an individual.