



# UConn Employee Experience Survey

March 31, 2025

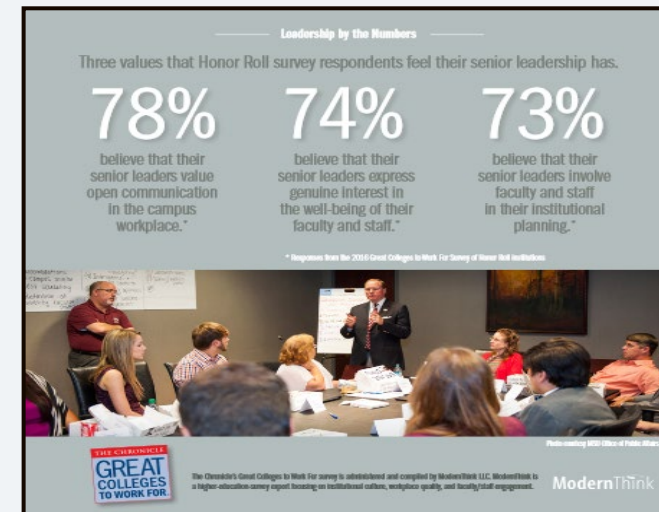
Presented by Rich Boyer

# Senior Leadership's Influence

***“Trust in executives can have more than twice the impact on engagement levels than trust in immediate managers does. However, consistent with past studies, employees are more likely to trust their immediate managers than the executives in their organization.”***

*“As an executive, you have significant impact on the engagement levels of people you rarely see – or may have never met. You need to speak with passion about engagement and business results, but if you don't have the trust of the workforce your message will be lost or twisted. Communication needs to be a priority – in frequency, appropriateness, and depth (the “what” and “why”). **You also must be diligent in holding yourself and your peers accountable for building a culture that fuels high performance and engagement.**”*

*Blessing White's Annual Engagement Report*



# Strategic Applications

Mission/Vision/Values

Strategic Planning

Accreditation

Board Mandate

Leadership Transition

Campus Climate Goals

*“Without data, you’re just another person with an opinion.”*

**- W. Edwards Deming**



# EMPLOYEE EXPERIENCE SURVEY

## About the Survey

In partnership with [ModernThink](#), Human Resources launched an Employee Experience Survey in Fall 2024. UConn HR endeavors to make an employee experience survey a more frequent exercise, whereas the UConn community and its leaders gain insights into our workforce, its strengths, obstacles, and opportunities for growth.

## Pre-Survey

After partnering with ModernThink, Human Resources reviewed their survey tool, making adjustments to individual questions to align with UConn nomenclature (e.g., the use of department head rather than chair), and UConn HR added questions about respect in the workplace, employees' sense of dignity in the workplace, and an open-ended question seeking advice from employees about improving institutional culture.

Representatives from ModernThink met with President Maric's senior leadership team, the Council of Deans, and an advisory group, consisting of individuals from the President's Office, the Provost's Office, the Office for Diversity and Inclusion, University Communications, Institutional Research, and the University Senate. Additionally, HR and ModernThink offered union representatives the opportunity to meet privately with ModernThink.

UConn HR has provided non-identifiable demographic data to ModernThink to ensure accurate post-survey data and analysis. Pre-loaded demographic information includes: department, organization/unit, division, union code, job category (e.g., faculty, unclassified, classified, management), tenure status, and faculty title. Employees who complete the survey will be asked to provide additional demographic information, if they choose: years of service, gender, age, race/ethnicity, primary location, supervisor status, disability status, and veteran status. We strongly encourage participants to complete all voluntary demographic questions in order to ensure that the results are representative of the entire UConn community.

## EMPLOYEE EXPERIENCE SURVEY

42%

*Final Response Rate*

## Contact Us

**UConn:**

[Brandon Murray](#), Manager, Organizational & Staff Development

# Survey Overview

## Survey Period

- October 28, 2024 – November 18, 2024

## Response Rates

- 42% (2514/5967)

## Benchmarks

- 2024 Honor Roll
- 2024 Carnegie Research

57

Core Survey statements on a 5-point agreement scale

Faculty Experience Statements on a five-point agreement scale.

5

17

Benefit satisfaction questions on a 5-point satisfaction scale

Open-ended Questions

3

8

Voluntary Demographic Questions

# Response Guidelines

**Response Options:** *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Not Applicable*

**Positive Responses**  
*Strongly Agree, Agree*

**Negative Responses**  
*Strongly Disagree, Disagree*

Guideline Score	Description	Guideline Score
75% +	Excellent	< 10%
65-74%	Good - Very Good	10-14%
55-64%	Fair - Mediocre	15-19%
45-54%	Warrants Attention	20-29%
< 45%	Acute	30% +

# Headlines – Net Promoter

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
25	Overall, my department is a good place to work.	74	8	86	4
51	I would recommend working here to my family and/or friends.	64	10	81	6
55	All things considered, this is a great place to work.	58	11	84	6

# Headlines – Mission, Pride & Culture

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
5	I understand how my job contributes to this institution's mission.	87	4	93	2
36	I am proud to be part of this institution.	73	6	86	4
54	This institution's culture is special - something you don't find just anywhere.	33	33	76	9

# Headlines – Risk Management

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
39	This institution takes appropriate steps to protect the health and safety of faculty, staff and students.	60	14	84	6
38	This institution has clear and effective procedures for dealing with discrimination.	59	16	78	7
44	At work, I know where to go for help with my mental or emotional well-being.	65	18	83	8

# Core Dimensions



**Job Satisfaction & Support**



**Professional Development**



**Faculty/ Staff Well-being**



**Performance Management**



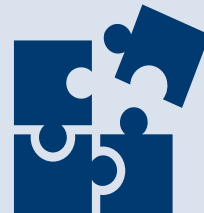
**Supervisor/  
Department Chair Effectiveness**



**Communication**



**Collaboration**



**Inclusion, Belonging & Community**

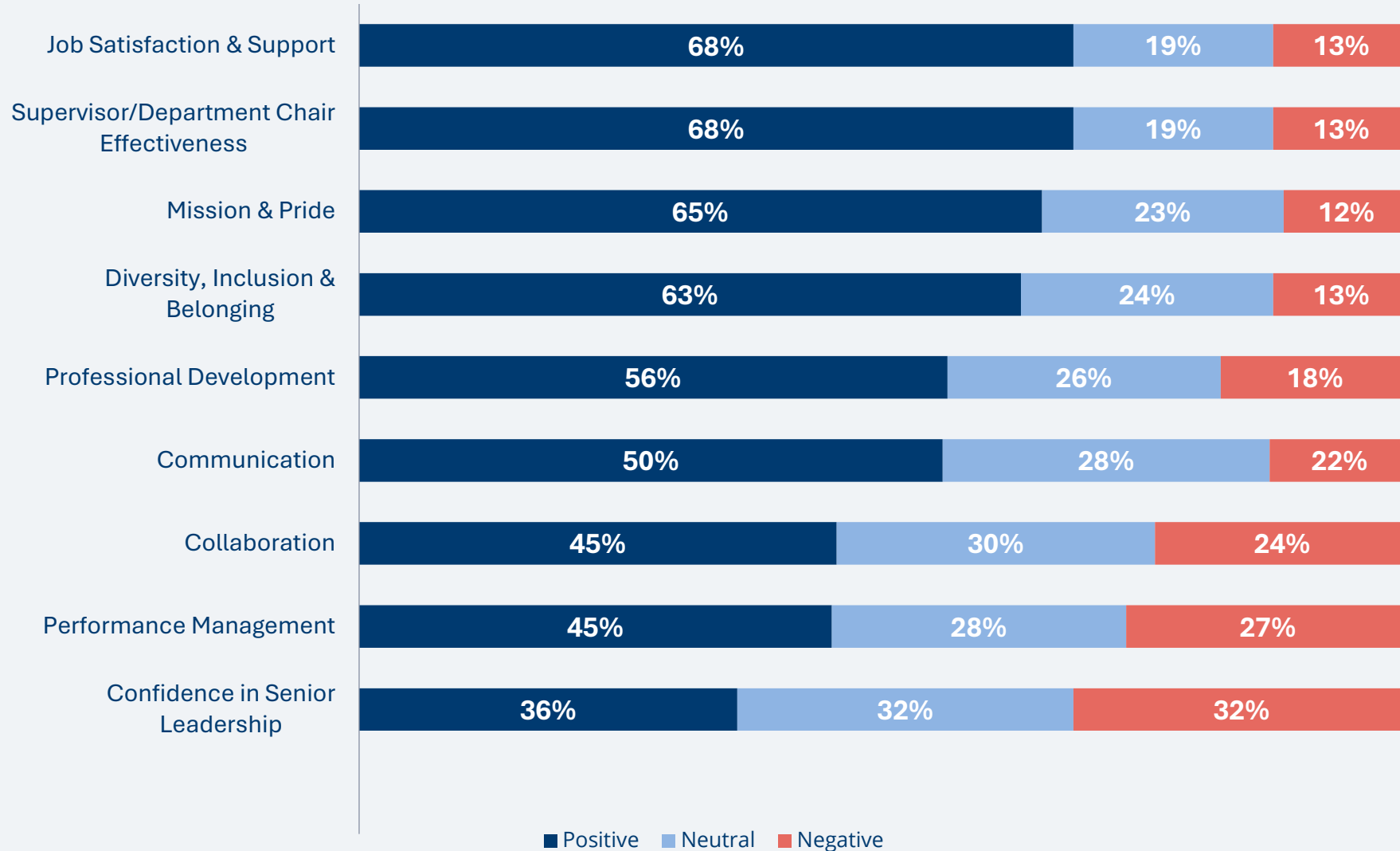


**Mission & Pride**

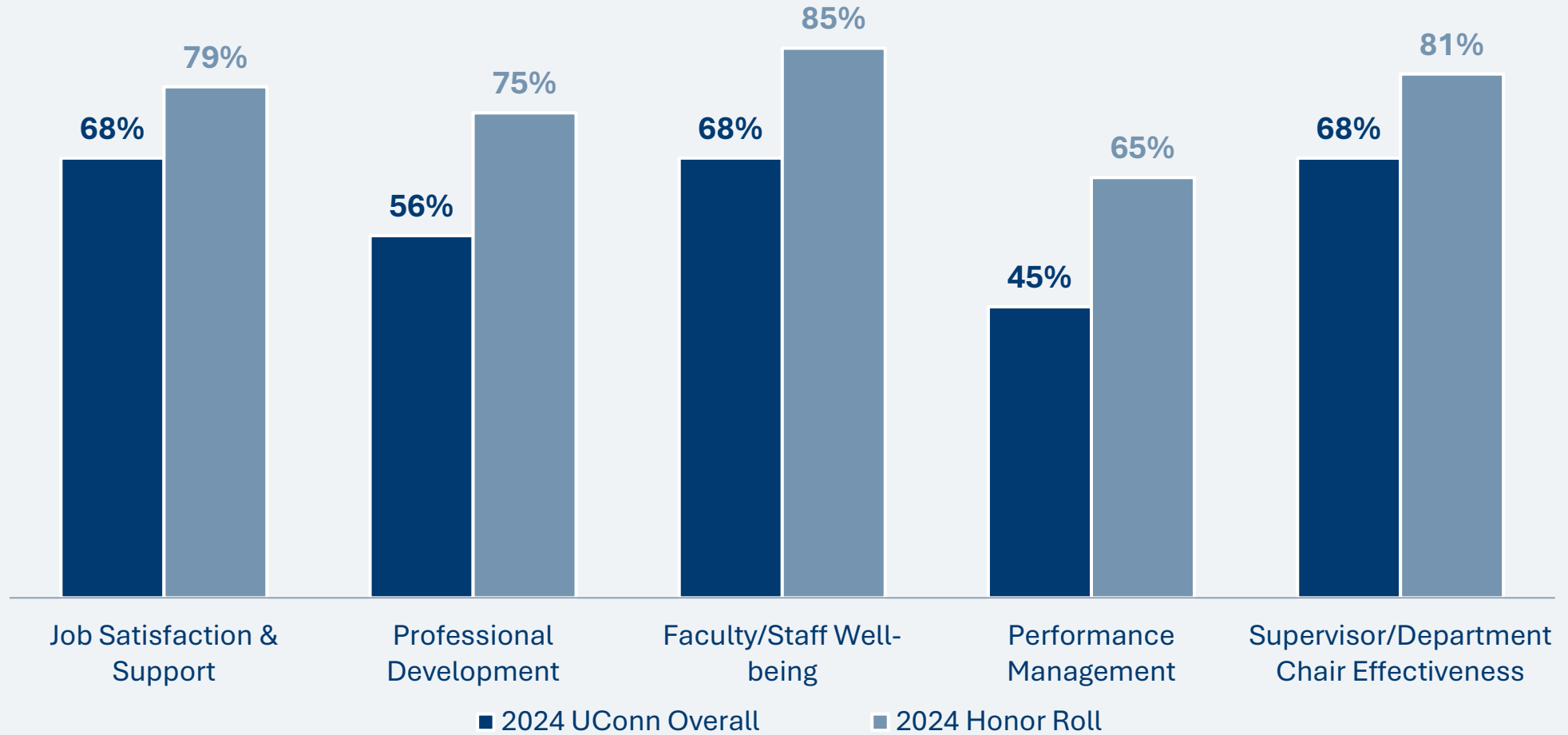


**Confidence in Senior Leadership**

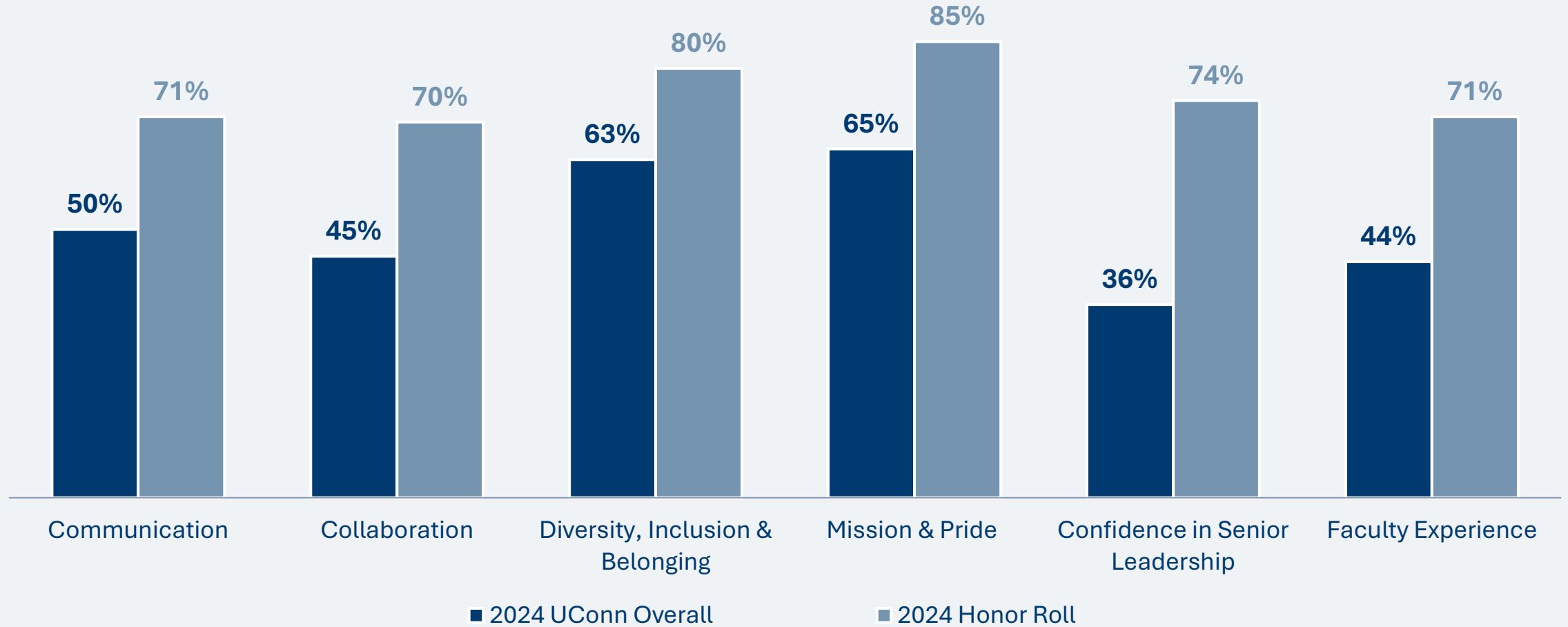
# Dimensions



# Dimensions



# Dimensions



# Strengths

Job Fit, Autonomy & Pride

Faculty & Staff Well-being

Supervisor/Department Chair  
Effectiveness

# Opportunities

Resource Constraints

Professional Development

Communication

Collaboration

Performance Management &  
Accountability

Confidence in Senior Leadership

# Top Ten Statements

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
5	I understand how my job contributes to this institution's mission.	87	4	93	2
24	The work I do is meaningful to me.	84	3	91	2
34	The state-provided benefits meet my needs.	82	6	84	5
2	I am given the responsibility and freedom to do my job.	80	6	88	4
29	In my department, we welcome diversity in all of its forms.	79	8	88	4

# Top Ten Statements

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
47	My supervisor/department head supports my efforts to balance my work and personal life.	77	9	88	5
1	My job makes good use of my skills and abilities.	75	8	84	5
15	My supervisor/department head shows genuine interest in my well-being.	75	12	87	6
25	Overall, my department is a good place to work.	74	8	86	4
36	I am proud to be part of this institution.	73	6	86	4

# Strengths

Job Fit, Autonomy & Pride

Faculty & Staff Well-Being

Supervisor/Department Chair Effectiveness

# Job Fit, Autonomy & Pride

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
1	My job makes good use of my skills and abilities.	75	8	84	5
2	I am given the responsibility and freedom to do my job.	80	6	88	4
24	The work I do is meaningful to me.	84	3	91	2
5	I understand how my job contributes to this institution's mission.	87	4	93	2
36	I am proud to be part of this institution.	73	6	86	4

# Faculty & Staff Well-being

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
15	My supervisor/department head shows genuine interest in my well-being.	75	12	87	6
47	My supervisor/department head supports my efforts to balance my work and personal life.	77	9	88	5
44	At work, I know where to go for help with my mental or emotional well-being.	65	18	83	8
34	The state-provided benefits meet my needs.	82	6	84	5

# Supervisor/Department Chair Effectiveness

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
3	My supervisor/department head makes their expectations clear.	70	11	83	7
7	I receive feedback from my supervisor/department head that helps me.	64	16	79	8
12	I believe what I am told by my supervisor/department head.	70	10	82	7
19	My supervisor/department head is consistent and fair.	69	13	82	8
20	My supervisor/department head actively solicits my suggestions and ideas.	67	16	81	7

# Bottom Ten Statements

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
42	There are sufficient opportunities to participate in institutional planning.	26	39	62	14
35	Our employee recognition programs are meaningful to me.	30	38	61	16
27	Senior leadership provides a clear direction for this institution's future.	31	38	70	11
53	There's a sense that we're all on the same team at this institution.	31	37	67	12
37	Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.	34	36	75	10

# Bottom Ten Statements

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
41	Senior leadership communicates openly about important matters.	34	36	70	11
54	This institution's culture is special - something you don't find just anywhere.	33	33	76	9
11	I am paid fairly for my work.	45	31	53	25
45	I believe what I am told by senior leadership.	38	29	74	9
18	Issues of low performance are addressed in my department.	40	29	61	16

# Opportunities

Resource Constraints

Professional Development

Communication

Collaboration

Performance Management & Accountability

Confidence in Senior Leadership

# Resource Constraints

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
4	I am provided the resources I need to be effective in my job.	50	20	77	8
31	The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs.	59	18	77	8
11	I am paid fairly for my work.	45	31	53	25

# Professional Development

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
30	Our onboarding processes prepare new faculty and staff to be effective.	43	25	67	13
28	I have access to the training I need to do my job well.	61	12	81	6
6	I am given the opportunity to develop my skills at this institution.	63	13	82	6
10	I understand the necessary requirements to advance my career.	56	21	71	12

# Communication

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
8	When I offer a new idea, I believe it will be fully considered.	57	17	75	9
21	In my department, we communicate openly about issues that impact each other's work.	57	18	76	9
14	I can speak up or challenge a traditional way of doing something without fear of harming my career.	58	21	74	11
43	At this institution, we discuss and debate issues respectfully to get better results.	36	26	70	10

# Collaboration

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
13	I have opportunities to contribute to important decisions in my department.	59	19	75	10
26	I can count on people to cooperate across departments.	46	16	66	9
42	There are sufficient opportunities to participate in institutional planning.	26	39	62	14
22	Changes that affect me are discussed prior to being implemented.	43	27	62	16
53	There's a sense that we're all on the same team at this institution.	31	37	67	12

# Faculty Experience

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
58	The role of faculty in shared governance is clearly stated and publicized.	38	33	71	14
59	Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation).	43	28	75	11
60	There is appropriate recognition of innovative and high quality teaching.	41	31	71	14
61	Advancement and promotion processes are clear.	55	21	70	14
62	There is a good balance of teaching, service and research at this institution.	43	30	69	17

# Performance Management & Accountability

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
17	Our review process accurately measures my job performance.	53	20	67	13
18	Issues of low performance are addressed in my department.	40	29	61	16
16	Promotions in my department are based on a person's performance.	51	24	64	17
9	I am regularly recognized for my contributions.	51	23	70	12
35	Our employee recognition programs are meaningful to me.	30	38	61	16

# Confidence in Senior Leadership

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
27	Senior leadership provides a clear direction for this institution's future.	31	38	70	11
32	Senior leadership has the knowledge, skills and experience necessary for institutional success.	44	25	79	8
37	Senior leadership shows genuine interest in the well-being of faculty, administrators and staff.	34	36	75	10
41	Senior leadership communicates openly about important matters.	34	36	70	11
45	I believe what I am told by senior leadership.	38	29	74	9

# Diversity, Inclusion & Belonging

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
40	At this institution, diversity in all of its forms is valued	63	14	79	7
50	This institution places sufficient emphasis on having diverse faculty, administrators and staff.	61	14	80	7
38	This institution has clear and effective procedures for dealing with discrimination.	59	16	78	7
46	We are making good progress towards becoming a more diverse and inclusive institution.	58	12	77	7

# Diversity, Inclusion & Belonging

Survey Statement		2024 UConn Overall % Positive	2024 UConn Overall % Negative	2024 Honor Roll % Positive	2024 Honor Roll % Negative
29	In my department, we welcome diversity in all of its forms.	79	8	88	4
48	I feel a sense of belonging at this institution.	60	14	80	7
56	I'm treated with respect in the workplace.*	69	10	-	-
57	At work, I am valued as a human being.*	70	10	-	-

*\*Benchmark not available for custom statements*

# Potential Focus Areas- University-level

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**Connection to...Confidence in...and Alignment of...Leadership**

**Execute Internal Communication – Strategic Plan & Budget Outlook**

**Fine Tune Narrative Regarding Employee Value Proposition / Employment Brand**

- Values / Code of Conduct clarification

**Address & Clarify Shared Governance Model**

**Prioritize Disciplined Change Management Practices**

**“HR” Action Areas:**

- Onboarding
- Years of Service Awards
- Professional Development:
  - Managerial Training
  - Leadership Development
  - Critical Conversations

# Tactical Post-survey Actions

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- **Focus on Systemic Response...Support & Accountability**
- **Continue Employee Experience Survey Website Development**
- **Highlight the Strategic Connections**
  - Strategic Plan
  - Accreditation
  - Leadership Transition
- **Action Plans**
  - University, Campus, Division, Organization/Unit
  - Progress Updates

# Strengths

Job Fit, Autonomy & Pride

Faculty & Staff Well-being

Supervisor/Department Chair  
Effectiveness

# Opportunities

Resource Constraints

Professional Development

Communication

Collaboration

Performance Management &  
Accountability

Confidence in Senior Leadership



# Questions

**Prepared By:**

Rich Boyer

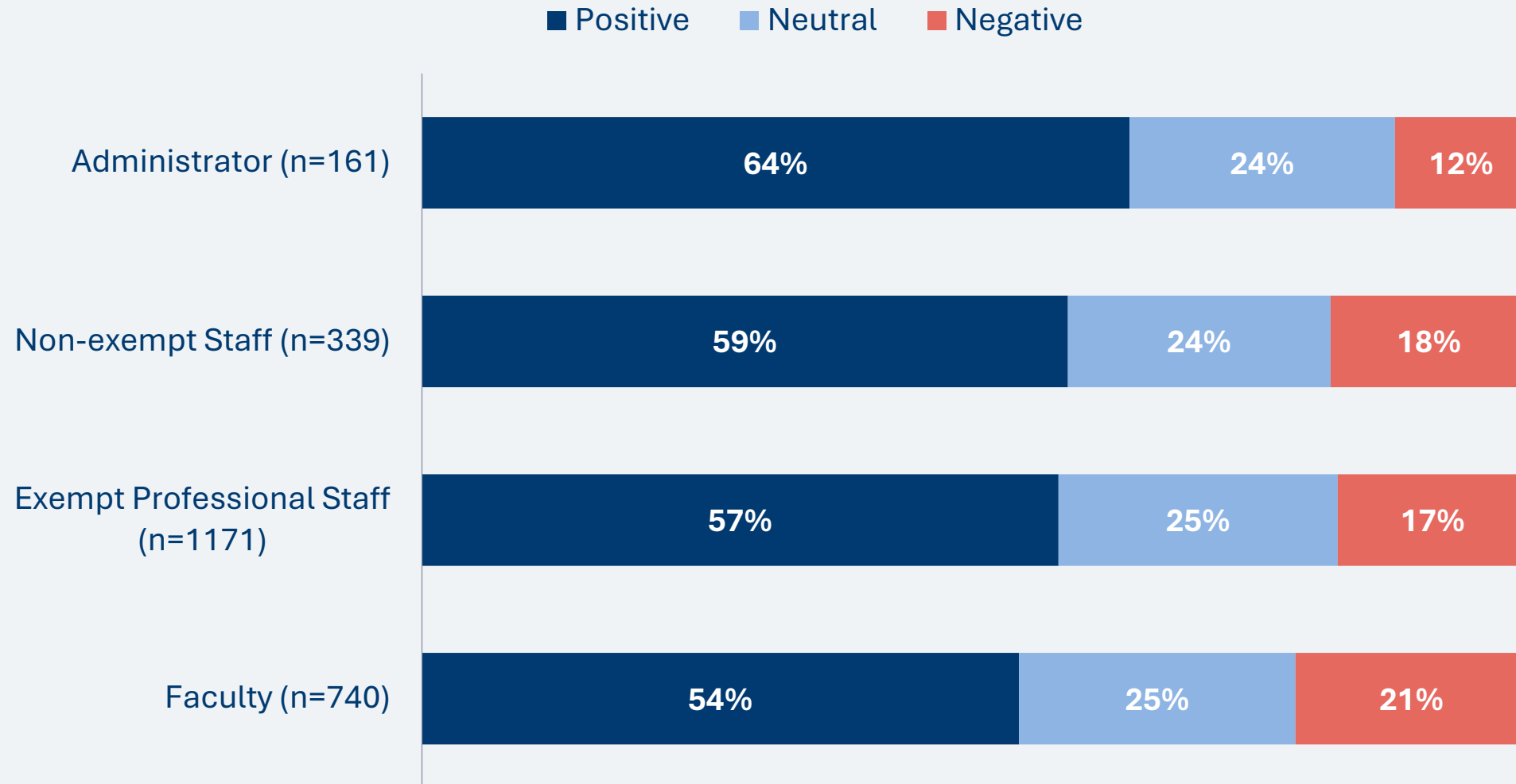
**Email:**

[Rboyer@modernthink.com](mailto:Rboyer@modernthink.com)

# Response Rates – Job Category

Pre-Loaded Job Category	Total	Responded	Response Rate
All Employees	5967	2514	42%
Faculty	1721	740	43%
Adjuncts	580	103	18%
Classified	576	117	20%
Unclassified	2746	1321	48%
Man/Con	344	233	68%

# Pre-loaded Job Category



# Dimension Definition



This dimension provides insight into the satisfaction with job fit, autonomy and resources. This dimension is composed of seven statements such as item #4: *I am provided the resources I need to be effective in my job.*



More than ever, employee well-being is being recognized as a vital element of the overall work experience, and ultimately employee engagement. This dimension includes five statements that address an employee's physical, emotional, and mental well-being. For example, one statement included in this dimension is item #15: *My supervisor/department chair shows genuine interest in my well-being.*



Support for faculty/staff professional development is critical both in terms of building organizational capacity, and acknowledging and supporting individual development needs. The dimension provides insight into the reported satisfaction with career/professional development opportunities for staff, and support for research and clarity of the tenure process for faculty. There are four statements/questions in this dimension including item #6: *I am given the opportunity to develop my skills at this institution.*

# Dimension Definition



**Performance Management**

This dimension measures the efficiency of policies, procedures, and processes within the college. It also evaluates the college's efforts in employee recognition. An example statement included in this dimension is item #17: *Our review process accurately measures my job performance.*



**Communication**

The purpose of this dimension is to assess the quality of internal communications specifically related to transparency, clarity and interactivity. Five specific statements summarize this theme, like item #21: *In my department, we communicate openly about issues that impact each other's work.*



**Supervisor/  
Department Chair  
Effectiveness**

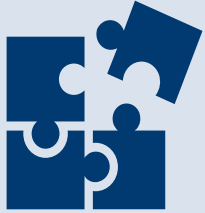
This dimension provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies. There has been significant research measuring the importance of the relationship an employee has with his or her supervisor or direct report. Accordingly, there are five statements that measure managerial competencies and the health of this important relationship (e.g. item #3: *My supervisor/department chair makes their expectations clear.*)



**Collaboration**

The goal of this dimension is to measure the perceived cooperation and collegiality within workgroups and across the institution. Five different statements comprise this theme, including item #23: *People in my department work well together.*

# Dimension Definition



## Inclusion, Belonging & Community

This important dimension gauges faculty and staff perceptions of the levels of diversity, inclusion, and belonging at the institution. It asks employees to evaluate the institution's diversity and inclusion efforts, as well as the individual's own personal sense of belonging. Six statements compose this dimension, including item #46: *We are making good progress towards becoming a more diverse and inclusive institution.*



## Confidence in Senior Leadership

This dimension measures the confidence faculty and staff report in the capabilities and credibility of senior leadership. Senior leadership is defined as the most senior members of the institution (e.g., chancellor or president and those who report directly to him/her). There are six statements on the survey that directly reference senior leadership, one example being item #27: *Senior leadership provides a clear direction for this institution's future.*



## Mission & Pride

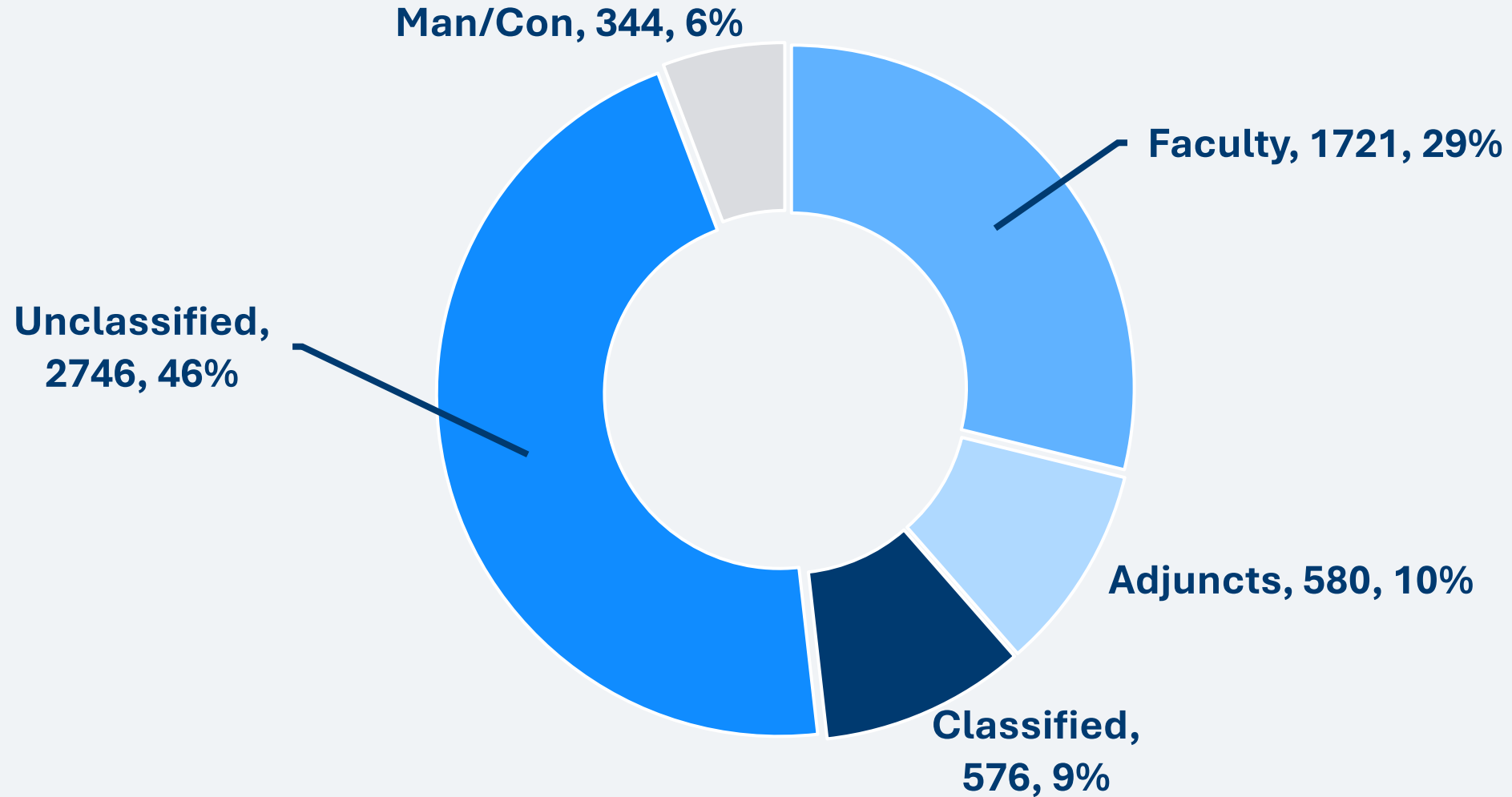
This dimension evaluates the sense of pride and connection faculty/ employees report regarding their affiliation with the institution. Seven different statements comprise this theme, including item #55: *All things considered, this is a great place to work.*



## Faculty Experience

The standard survey also includes a Faculty Experience dimension, comprising five statements posed to Faculty and Adjuncts only. The Faculty Experience dimension asks faculty and adjuncts to provide insight into key faculty-specific topics such as curriculum planning, recognition of high-quality teaching and the balance between teaching, service and research at the institution. This dimension can be removed for a staff-only survey project.

# Response Rate – UConn Job Category



# Key Stakeholders

- Board
- Chancellor / President
- Cabinet
- Leadership Teams
- Human Resources
- Institutional Research
- Communications
- Existing Taskforces
- Faculty Senate
- Staff Council

