

BOISE STATE UNIVERSITY

2022 SUPERVISOR SURVEY



Boise State Human Resources



BOISE STATE UNIVERSITY

Introduction

One of the primary goals of Boise State’s strategic plan **Blueprint for Success** is to foster a thriving community. Building upon what makes up a thriving community, Boise State Human Resources (HR) has built a **People Strategy** as a way to positively engage campus employees.

In the wake of “The Great Resignation”, where people are leaving in unprecedented numbers, it’s important to discover why employees are departing from their places of employment. This mass exodus and reshuffling of employees is teaching us that it’s more important than ever to invest in the university’s most valuable resource – our employees.

In 2021, turnover rates at Boise State were 22 percent for classified employees, 18 percent for professional employees and seven percent for faculty. Supervisors play a key role in retaining employees; managers connect employees to work, culture, and the institution’s vision and mission. Supervisors wield a great deal of influence over employee job satisfaction.

According to Curt Coffman, co-author of *First, Break All the Rules: What the World’s Greatest Managers Do Differently*, “Engaged employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They’re naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion, and they have a visceral connection to their company. And they drive innovation and move their organization forward.” Engaged employees who work in a thriving community, will be inspired **Blue Turf Thinking** innovators who advance all five of the university’s strategic plan goals.

About the Supervisor Survey

In order to gain a pulse on how university employees are engaged and satisfied with their supervisors, Human Resources developed and delivered the 2022 Supervisor Survey in February 2022. The goal of this survey was to gather valuable feedback on employee satisfaction and engagement within the workplace as it relates to the employee-supervisor relationship.

The statements are action-based on best practices and aligned with the People Strategy's eight foundational principles to provide employees with a well-rounded, thriving experience. The eight principles are the employee experience; strong leadership; a focus on employee engagement; prioritizing learning & development; advancement opportunities; providing an inclusive environment; employee feedback; and health & wellbeing.

Analyzing Survey Results

These university-wide survey results will be reviewed with the university president, administrative council and communicated to campus employees through university news and the HR website. Following this communication, the human resources team will meet individually with the leader of each division to analyze their own division's results. After leaders review and analyze results, they will partner with the human resources team to devise an accountable action plan that will bring support and training to university supervisors.

Supervisor Training and Development

Human resources is actively engaged in developing a supervisor's training program, designed specifically for the university. This training will be released campuswide in quarter one of 2023. Current resources, that can be used immediately to support supervisors and employees, are available on page 14 of this report.

Survey Data

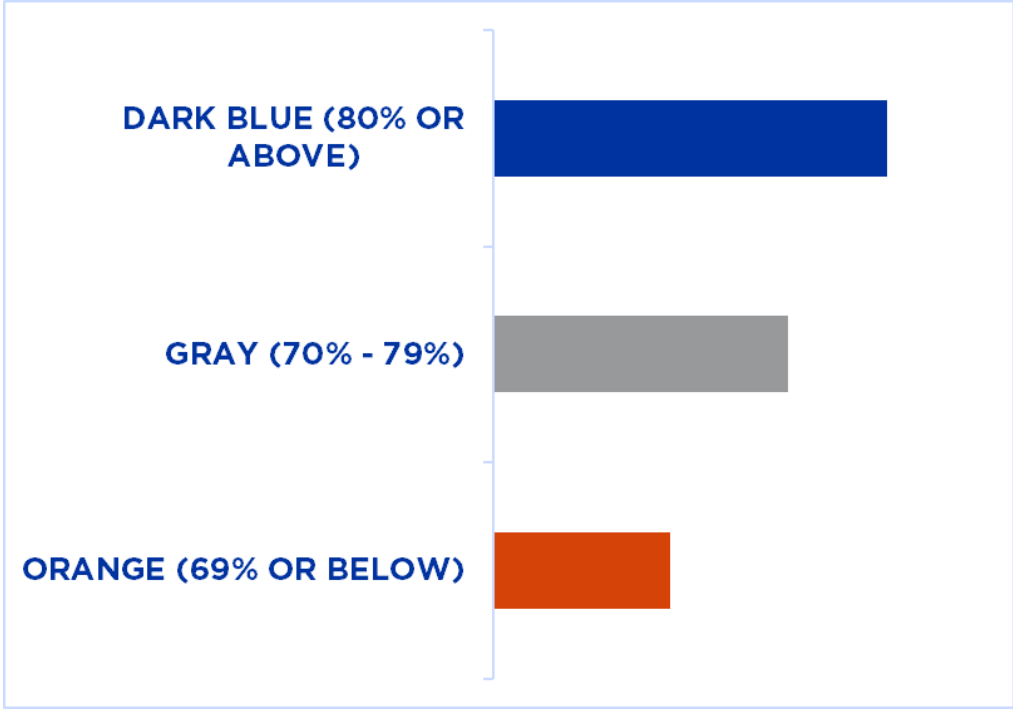
The survey was emailed to campus employees on February 2, 2022. A total of 1,013 employees participated in the survey, which is a 34 percent overall response rate of the total number of employees. The survey’s margin of error is plus or minus three percent. A breakdown of the percentage of employees who participated are broken down below by employee classification.

Campus Survey Participants By Employee Classification:

- 39% Classified (193 completion of 496)
- 36% Professional (510 completion of 1,424)
- 27% Faculty (226 completion of 844)

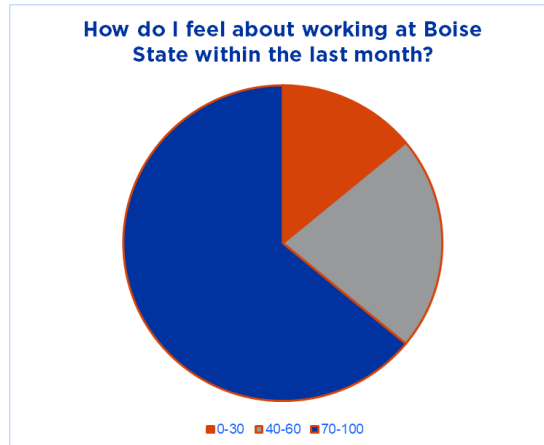
Color Legend

The color legend for the charts and graphs are as follows – **dark blue is 80 percent or above**, gray is 70 to 79 percent and **dark orange is 69 percent or below**.



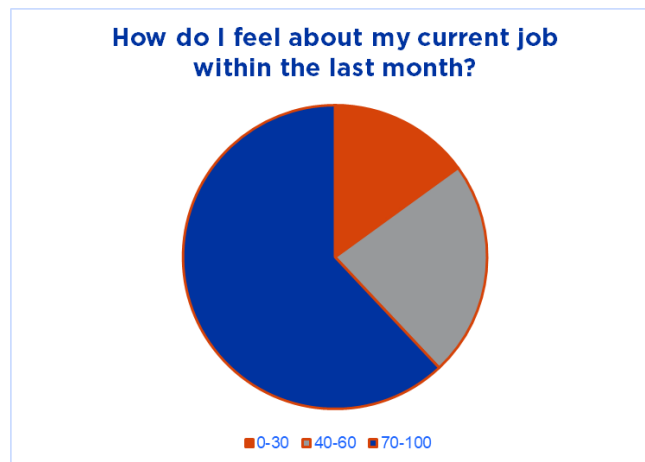
Work and Job Results

How do I feel about working at Boise State within the last month?



- **64%** of employees feel good about working at Boise State within the last month
- **22%** of employees feel okay about working at Boise State within the last month
- **14%** of employees don't feel good about working at Boise State within the last month

How do I feel about my current job within the last month?

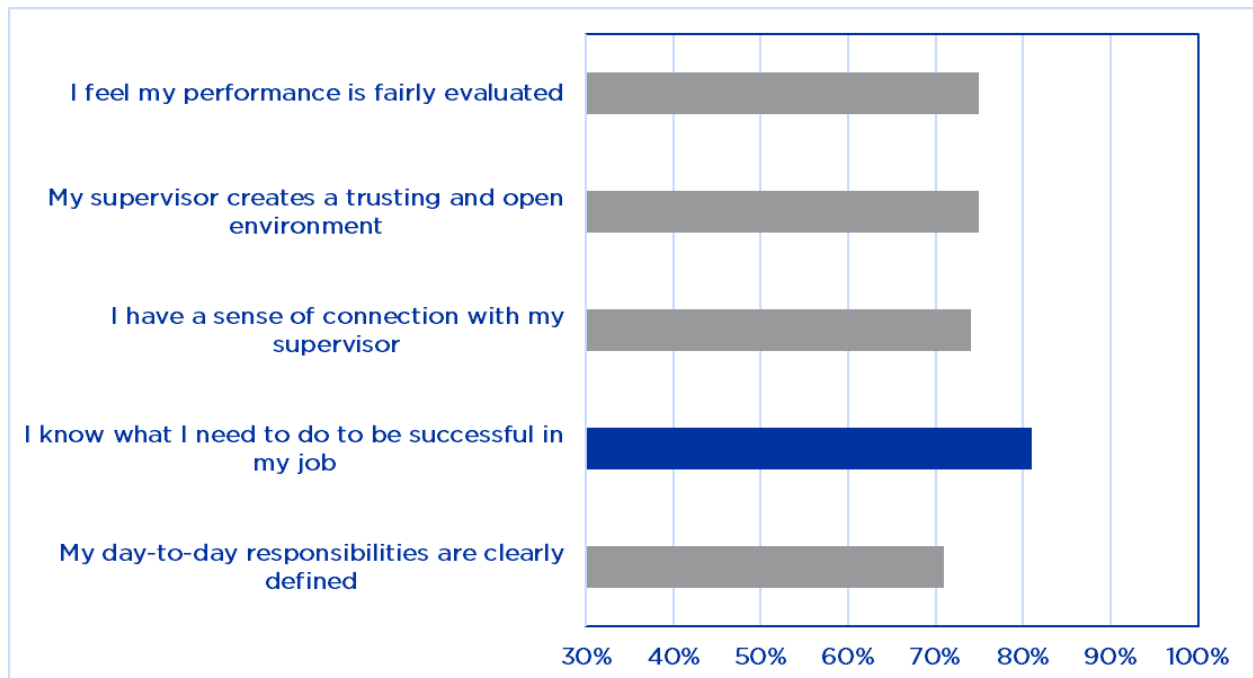


- **62%** of employees feel good about their current job within the last month
- **23%** of employees feel okay about their current job within the last month
- **15%** of employees don't feel good about their current job within the last month

The Employee Experience

The Employee Experience is built around the three primary workplace experiences that all employees share, from recruitment to exit:

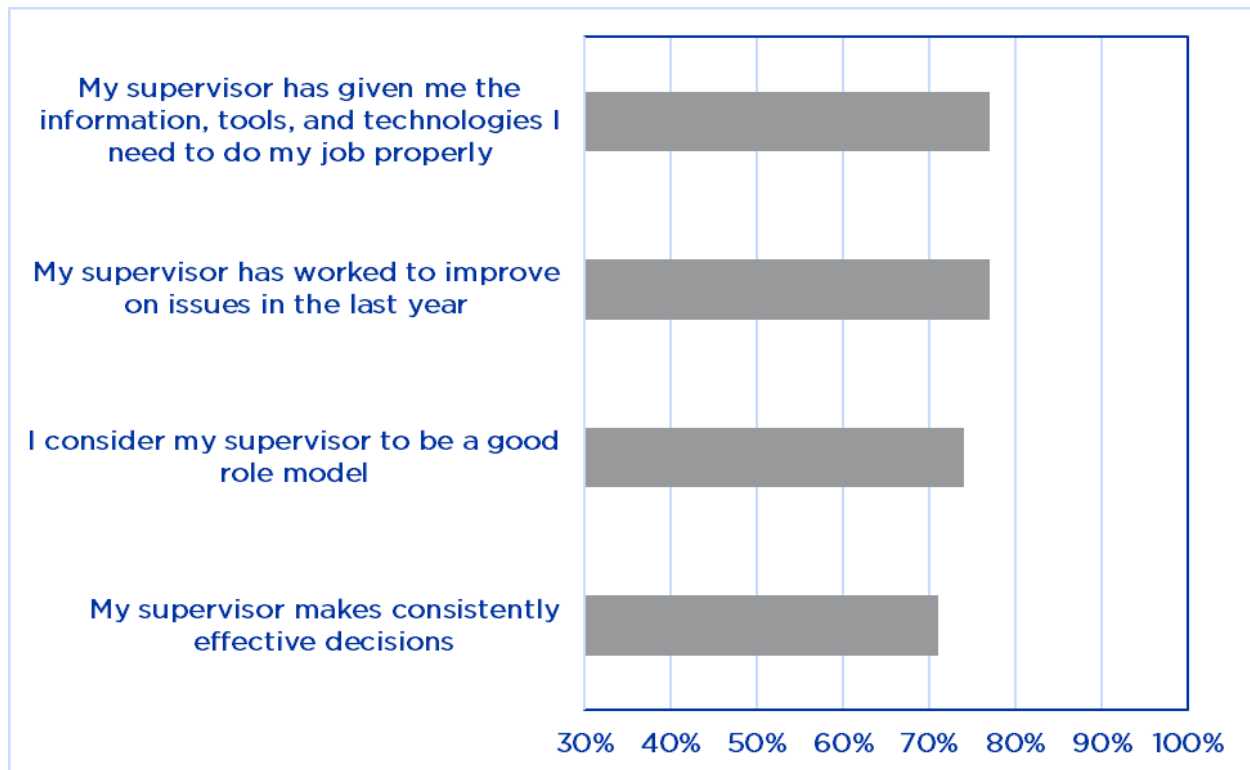
- **a welcome experience:** recruitment through positive onboarding
- **a growth experience:** includes projects and policies that touch on employee satisfaction, and supporting employee development, participation and wellbeing
- **a farewell experience:** providing an employee leaving the university with an exit that honors their time at Boise State



- 75% of employees feel their performance is fairly evaluated
- 74% of employees feel their supervisor creates a trusting and open environment
- 73% of employees feel they have a sense of connection with their supervisor
- **81%** of employees know what they need to do to be successful in their jobs
- 72% of employees feel their day-to-day responsibilities are clearly defined

Strong Leadership

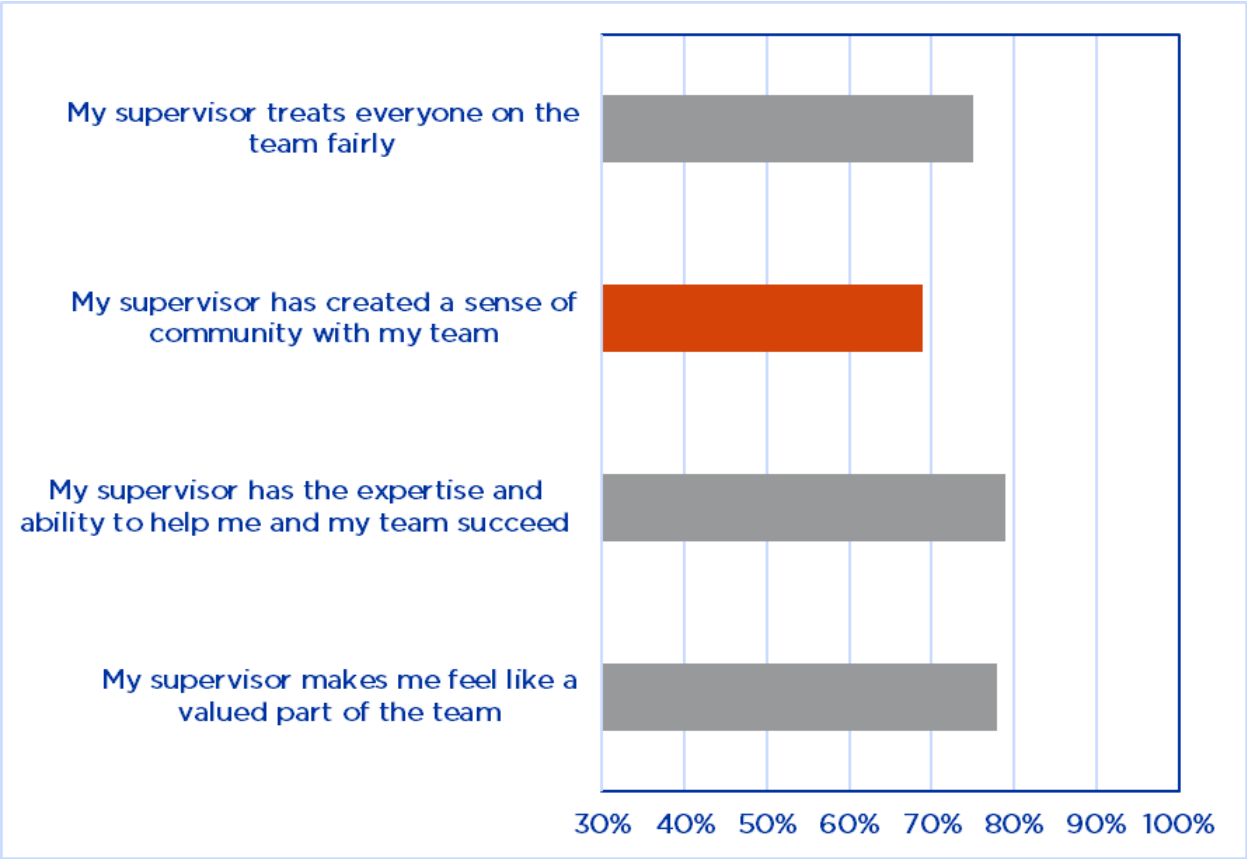
When leaders are a source of confidence, inspiration and motivation for their teams, employees rise to the level of expectation, work cohesively and develop in areas aligned with university goals and strategies.



- 76% of employees feel their supervisor has given them the information, tools and technologies they need to do their job properly
- 76% of employees feel their supervisor has worked to improve on issues in the last year
- 74% of employees consider their supervisor a good role model
- 70% of employees feel their supervisor makes consistently good decisions

Employee Engagement

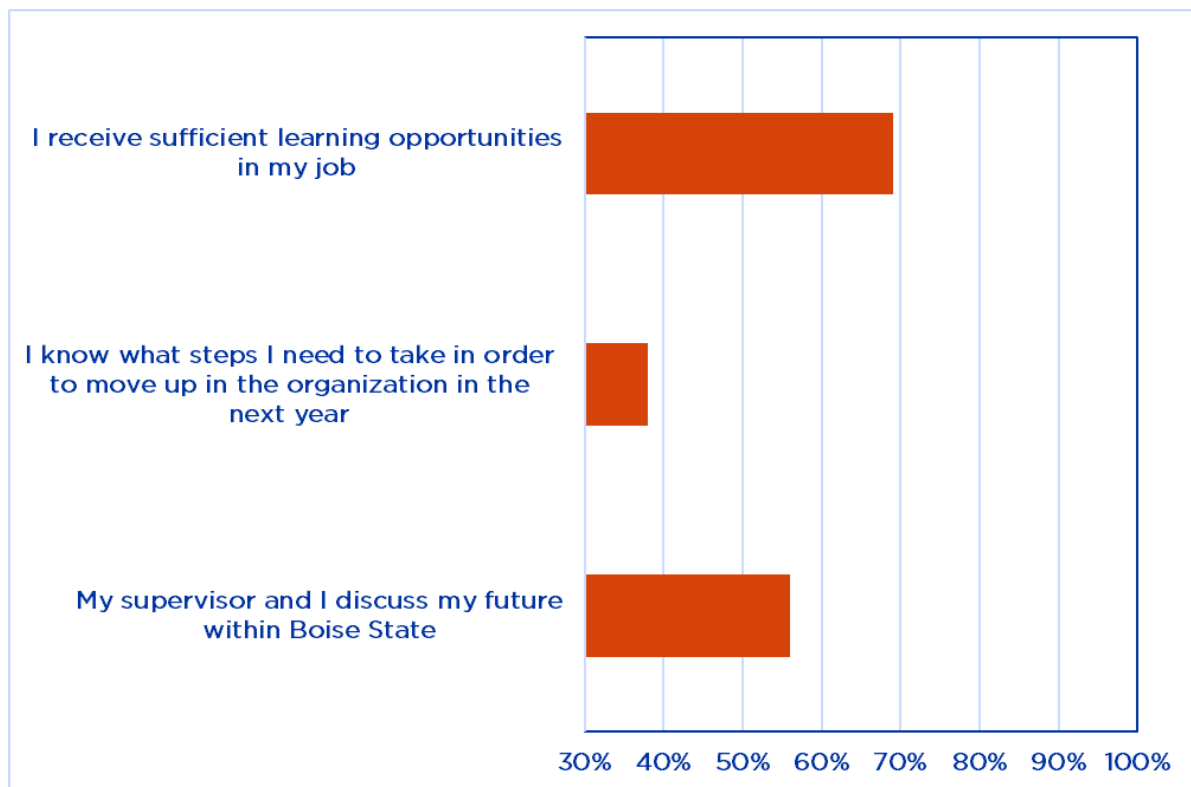
Employees who feel valued by the organization take pride in the success of the vision and mission. Employee engagement principles include transparency, recognition and accountability.



- 74% of employees feel their supervisor treats everyone on the team fairly
- 68% of employees feel their supervisor creates a sense of community with their team
- 78% of employees feel their supervisor has the expertise and ability to help them and their team succeed
- 77% of employees feel their supervisor makes them feel like a valued part of the team

Learning & Development - Advancement Opportunities*

Enhancing the skills and knowledge of employees contributes to their overall experience. Providing and encouraging training and development for employees to improve or teach new skills is a cornerstone of our people strategy culture. Career growth and a strong leadership pipeline are crucial to retaining quality employees for the long term. We want employees to envision themselves with a future at Boise State.

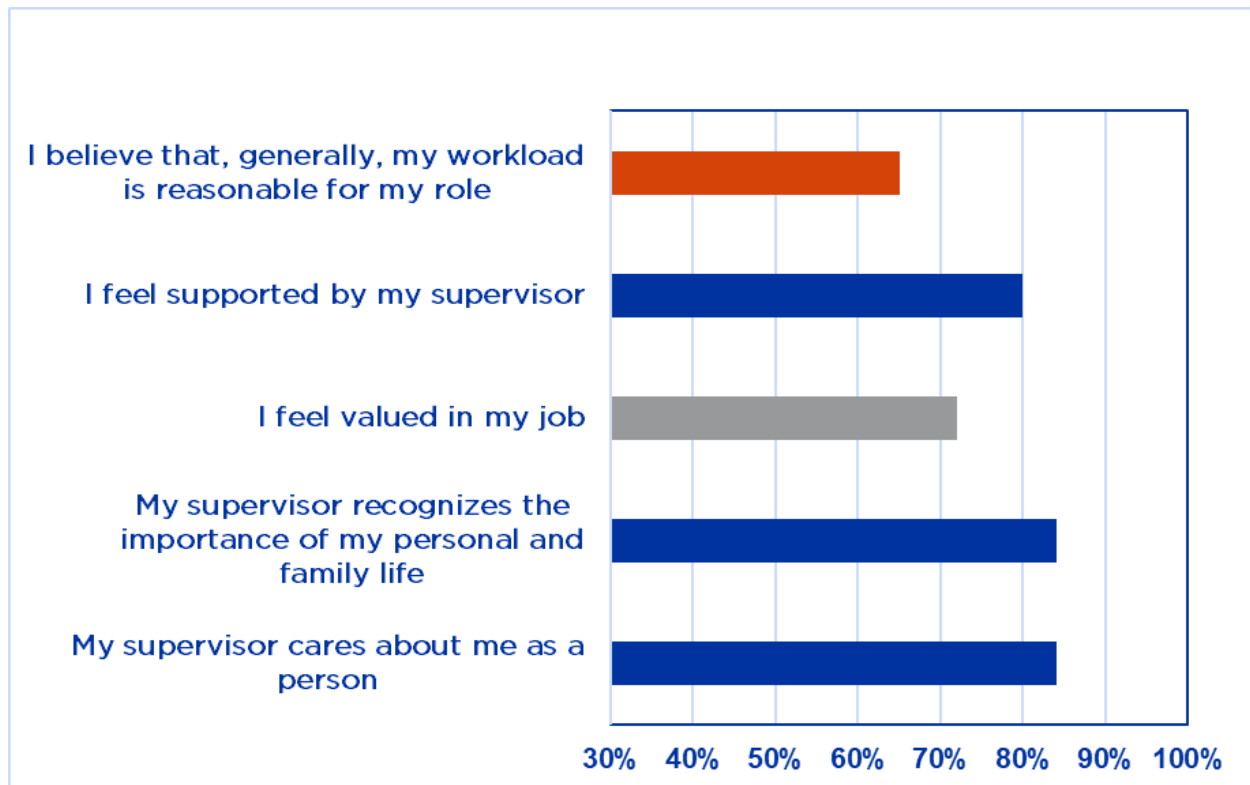


- **68%** of employees feel they receive sufficient learning opportunities in their job
- **38%** of employees know what steps they need to take in order to move up in the organization in the next year
- **57%** of employees feel they have supervisors who discuss their future within Boise State

**Learning & development and advancement opportunities are closely aligned, so these two sections of the People Strategy results were combined.*

Inclusive Environment and Health & Wellbeing*

Everyone should feel respected and valued in the workplace, as well as acknowledged and accepted. Strong collaboration and input from all team members put us on the path to a culture of innovation. Awareness and support for both physical and mental health contribute to employee performance and growth; it also creates a culture that functions at full potential.

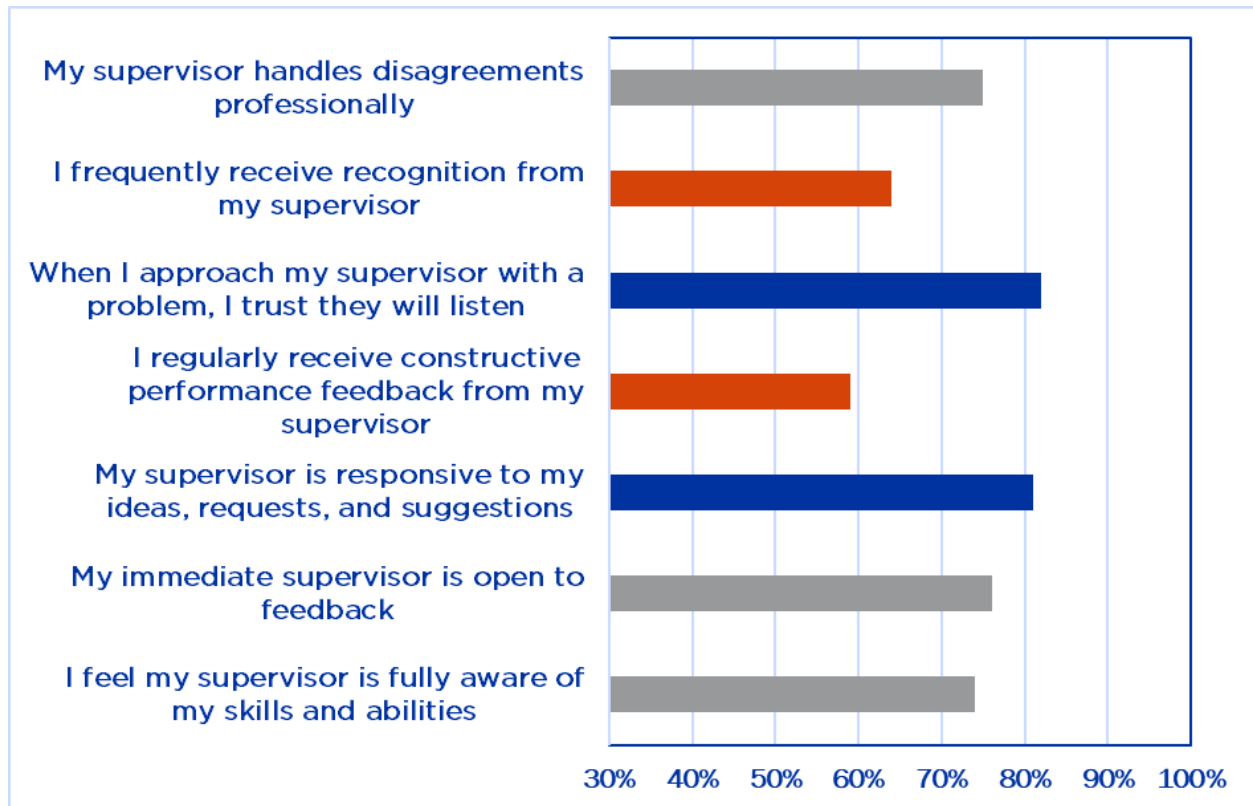


- **64%** of employees believe that, generally, their workload is reasonable for their role
- **80%** of employees feel supported by their supervisor
- **72%** of employees feel valued in their job
- **84%** of employees feel their supervisor recognizes the importance of their personal and family life
- **84%** of employees feel their supervisor cares about them as a person

**Providing an Inclusive Environment and Health & Well Being are closely aligned, so these two sections of the People Strategy results were combined.*

Employee Feedback

Gathering employee feedback throughout their experience is vital to understanding different perspectives and obtaining fresh ideas to support the university's mission.



- 75% of employees feel their supervisor handles disagreements professionally
- 64% of employees feel they receive recognition from their supervisor
- 82% of employees feel their supervisor will listen when they approach their supervisor with a problem
- 59% of employees feel they receive constructive performance feedback from their supervisor
- 80% of employees feel their supervisor is responsive to their ideas, requests and suggestions
- 77% of employees feel their immediate supervisor is open to feedback
- 73% of employees feel their supervisor is fully aware of their skills and abilities

Survey Snapshot

Results are an average from each section for an overall university snapshot.

2022 BOISE STATE UNIVERSITY Supervisor Survey

Employees were surveyed about their supervisors in February 2022. Results were averaged and connected to the university's People Strategy, which supports the university's strategic plan Blueprint for Success



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Top Areas of Employee Satisfaction

Survey data revealed employees' top areas of satisfaction. These are noted by employee classification.

Top three: classified employees felt most satisfied with:

- #1 - their supervisor recognizing the importance of their personal and family life (**86%**)
- #2 - their supervisor being responsive to their ideas, requests and suggestions (**82%**)
- #3 - (three tied for third place):
 - their supervisor having the expertise and ability to help them and their team succeed (**80%**)
 - their supervisor listening when approached with a problem (**80%**)
 - their supervisor caring about them as a person (**80%**)

Top three: professional employees felt most satisfied with:

- #1 - their supervisor caring about them as a person (**89%**)
- #2 - their supervisor recognizing the importance of their personal and family life (**88%**)
- #3 - (three tied for third place):
 - their supervisor being responsive to their ideas, requests and suggestions (**85%**)
 - their supervisor listening when approached with a problem (**85%**)
 - their supervisor supporting them (**85%**)

Top three: faculty felt most satisfied with:

- #1 - (three tied for first place):
 - knowing what they need to do to be successful in their job (**76%**)
 - their supervisor listening when approached with a problem (**76%**)
 - their supervisor caring about them as a person (**76%**)
- #2 - their supervisor recognizing the importance of their personal and family life (**72%**)
- #3 - their supervisor having the expertise and ability to help them and their team succeed (**71%**)

Top Employee Concerns

Survey data revealed employee's top areas of concern. These are noted by employee classification. All employee classes agreed on the number one concern.

Top three: areas of concerns of classified employees:

- #1 - knowing what steps they need to take in order to move up in the organization (**43%**)
- # 2 - discussing their future within Boise State with their supervisor (**59%**)
- # 3 - receiving regular, constructive feedback from their supervisor (**60%**)

Top three: areas of concerns of professional employees:

- #1 - knowing what steps they need to take in order to move up in the organization (**37%**)
- #2 - discussing their future within Boise State with their supervisor (**59%**)
- #3 - receiving regular, constructive feedback from their supervisor (**66%**)

Top three: areas of concerns of faculty:

- #1 - knowing what steps they need to take in order to move up in the organization (**34%**)
- #2 - receiving regular, constructive feedback from their supervisor (**43%**)
- #3 - receiving frequent recognition from their supervisor (**48%**)

Statement Breakdown by Employee Classification

People Strategy	Statement	Classified Count that Agree	Classified % that Agree	Professional Count that Agree	Professional % that Agree	Faculty Count that Agree	Faculty % that Agree
Employee Engagement	My supervisor treats everyone on the team fairly	130	70%	390	80%	142	65%
	My supervisor makes me feel like a valued part of the team	136	74%	409	83%	146	66%
	My supervisor has the expertise and ability to help me and my team succeed	147	80%	393	81%	152	71%
	My supervisor has created a sense of community with my team	116	63%	359	74%	119	56%
Employee Experience	I feel my performance is fairly evaluated	133	71%	407	82%	135	61%
	My day-to-day responsibilities are clearly defined	129	68%	373	75%	149	67%
	I know what I need to do to be successful in my job	148	78%	416	84%	167	76%
	My supervisor creates a trusting and open environment	131	71%	393	80%	141	64%

	I have a sense of connection with my supervisor	128	69%	388	79%	137	62%	
Employee Feedback	I regularly receive constructive performance feedback from my supervisor	112	60%	326	66%	94	43%	
	My supervisor handles disagreements professionally	131	70%	398	80%	147	67%	
	My immediate supervisor is open to feedback	143	76%	400	81%	150	68%	
	I frequently receive recognition from my supervisor	123	66%	347	71%	106	48%	
	My supervisor is responsive to my ideas, requests, and suggestions	151	82%	418	85%	151	69%	
	When I approach my supervisor with a problem, I trust they will listen	148	80%	417	85%	167	76%	
	I feel my supervisor is fully aware of my skills and abilities	134	73%	375	77%	138	64%	
	Inclusive Environment & Health & Wellbeing	My supervisor cares about me as a person	152	80%	440	89%	167	76%
		My supervisor recognizes the importance of my personal and family life	159	86%	426	88%	154	72%

	I believe that, generally, my workload is reasonable for my role	125	68%	324	67%	117	55%
	I feel supported by my supervisor	144	78%	409	85%	147	69%
	I feel valued in my job	128	70%	377	78%	126	59%
Learning & Development and Advancement Opportunities	My supervisor and I discuss my future within Boise State	109	59%	286	59%	105	49%
	I know what steps I need to take in order to move up in the organization in the next year	80	43%	179	37%	73	34%
	I receive sufficient learning opportunities in my job	118	64%	343	71%	140	66%
Strong Leadership	My supervisor has worked to improve on issues in the last year	144	78%	384	79%	149	69%
	My supervisor makes consistently effective decisions	129	70%	363	75%	131	61%
	I consider my supervisor to be a good role model	132	72%	386	79%	136	64%
	My supervisor has given me the information, tools, and technologies I need to do my job properly	143	78%	389	80%	144	67%

Survey Summary

Gathering employee feedback about their supervisors brought to light areas in which university leaders are successful and areas for improvement.

Areas of Success:

These areas of success received an **80 percent or above** from employees.

Most employees feel:

- they know what they need to be successful in their job
- their direct supervisor supports them
- they have supervisors who recognize the importance of their personal and family life
- their direct supervisor cares about them as a person
- their supervisor listens when approached with a problem
- they have supervisors who are responsive to their ideas, requests and suggestions

Areas for Improvement:

These areas of improvement received **69 percent or lower** ratings from employees.

- Create a sense of community within your teams
- Offer sufficient learning opportunities
- Map employees next steps to move up in the organization
- Discuss employees' future at Boise State
- Manage workloads
- Recognize employees on a frequent basis
- Provide regular, constructive feedback to employees

Development Offerings

- **G.R.O.W. Career Development** (skills assessment, public speaking, interview tech, facilitation, listening, communication skills and more)
- **Shared Leadership**
- Department of Human Resources **Supervisory Academy** – free to all state employees
- **Supervisor Training**, designed for Boise State, coming in Quarter One of 2023
 - Setting expectations
 - Team culture
 - Conflict resolution
 - Career pathing
 - Mentoring
 - Dealing with change

Leadership Book Recommendations

- *Back to Human: How Great Leaders Create Connection in the Age of Isolation* by Dan Schawbel
- *Bringing Up the Boss: Practical Lessons for New Managers* by Rachel Pacheco
- *Crucial Conversations* by Kerry Patterson, Joseph Grenny, Ron McMillan & Al Switzler
- *Dare to Lead* by Brené Brown
- *Drive: The Surprising Truth About What Motivates Us* by Daniel Pink
- *First, Break All the Rules: What the World's Greatest Managers Do Differently* by Marcus Buckingham and Curt Coffman
- *The Making of a Manager: What to Do When Everyone Looks to You* by Julia Zhuo
- *Mindset: The New Psychology of Success* by Carol Dweck
- *Start with Why: How Great Leaders Inspire Everyone to Take Action* by Simon Sinek
- *Welcome to Management* by Ryan Hawk

Next Steps

- Meet with leaders to review divisional results
- Partner with Vice Presidents, Deans and Divisional leaders, and HR team to create an action plan to address any concerns in their specific area
- Conduct yearly surveys to provide an annual snapshot
- Track progress as part of fostering a thriving community that will support the five strategic plan goals in the **Blueprint for Success**
- Train Supervisors: Supervisor Training, designed for Boise State, coming in Quarter One of 2023