University of Windsor

2022 Employee Engagement Survey – Turning survey results into action.

April 2023

2022 Employee Engagement Survey - Turning the Survey Results into Action

Faculty and staff shared their experiences working at the University of Windsor.

Survey consisted of 19 sections (dimensions/influencers of engagement).

7 Results highlighted 7 opportunities to improve the workplace culture and the employee experience.

The Employee Engagement Action Group was established in fall 2022.
The group reviewed the survey data to identify recommended actions.

4 Recommended actions have been clustered into 4 broad areas.
Each area highlights the overarching engagement driver, expected change and associated key actions.

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Emerging High-Priority Opportunities for Improvement

- Professional Growth
- Innovation
- Executive Leadership Team
- Equity, Diversity & Inclusion
- Mental Health
- Teamwork, Collaboration & Cooperation
- University of Windsor Vision

- TalentMap identified 7 high priority opportunities for improvement.
- The Employee Engagement Action Group reviewed the survey data associated with these opportunities to identify key actions.
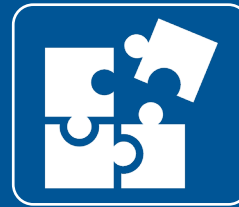
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Overarching Drivers of Engagement

- Key Actions to address opportunities for improvement have been clustered into 4 overarching drivers of engagement.

- Engagement drivers represent the factors in the work environment that influence employee engagement.

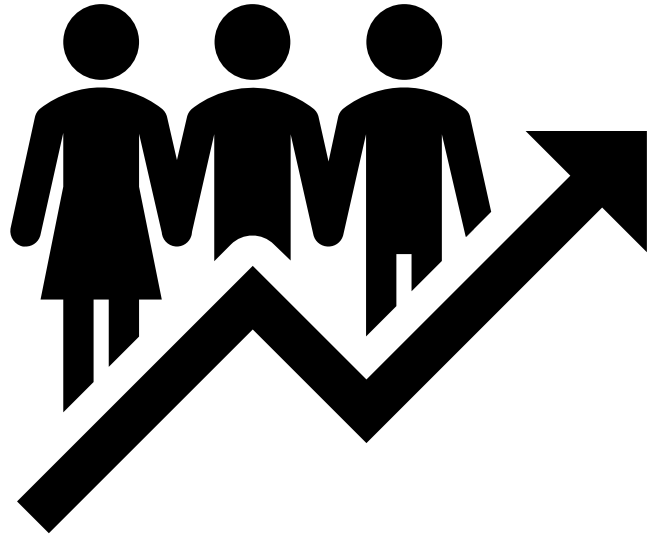**Growth & Learning**

Meaning & Impact

Connection

Workplace Culture

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Engagement Driver - Growth & Learning

Expected Change:

- Employees have access to a wide array of professional development opportunities to support career growth and innovation.

- Leaders have access to a wide range of leadership development opportunities and have enhanced capacity to foster employee engagement and a positive workplace culture.

Priority Opportunities for Improvement Addressed

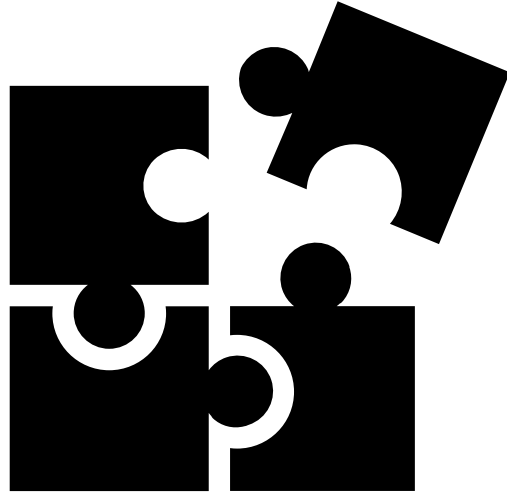| Professional Growth	Innovation	Executive Leadership Team	Equity, Diversity & Inclusion	Mental Health	Teamwork, Collaboration & Cooperation	University of Windsor Vision
X	X				X	

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Engagement Driver - Growth & Learning – Key Actions

- Increase the **professional development** opportunities available to staff to support their growth and to build internal talent to advance institutional goals.

- Establish a **succession-planning** program to support strategic workforce planning.

- Introduce **career pathway supports** and programs to help employees achieve career goals.

- Introduce opportunities for faculty and staff to **come together** to share ideas and spark creativity and idea generation.

- Establish **mentoring and coaching** opportunities to support faculty and staff throughout their careers.

- Introduce a comprehensive **leadership development** framework and programs grounded on the key competencies required to foster employee engagement and a positive workplace culture.

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Engagement Driver – Meaning & Impact

Expected Change:

Faculty and staff are inspired by the University's vision and have a clear understanding of how they contribute to the University's success.

Priority Opportunities for Improvement Addressed

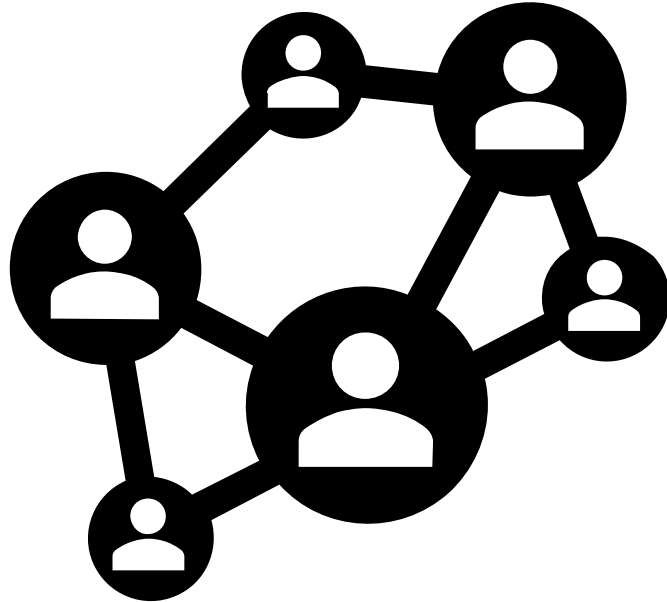| Professional Growth	Innovation	Executive Leadership Team	Equity, Diversity & Inclusion	Mental Health	Teamwork, Collaboration & Cooperation	University of Windsor Vision
						X

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Engagement Driver – Meaning & Impact – Key Actions

- Encourage faculties and units to **align their planning efforts** to the University's Aspire Strategic Plan and cascading plans.

- Explore establishing a process to **align new funding requests** to the University's strategic priorities.

- Enhance the capacity of managers/supervisors to **inspire, engage and support staff** to contribute to the University's success.

- Make the **Aspire website** the "go to" place for strategic planning related information.

- Work with **campus stakeholder groups** to promote the Aspire Strategic Plan and disseminate key messages.

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Engagement Driver – Connection

Expected Change:

- Employees have a greater sense of connection to the Executive Leadership Team and enhanced understanding of matters of institutional importance.

Priority Opportunities for Improvement Addressed

Professional Growth	Innovation	Executive Leadership Team	Equity, Diversity & Inclusion	Mental Health	Teamwork, Collaboration & Cooperation	University of Windsor Vision
		X				

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Engagement Driver - Connection – Key Actions

- Implement a **regular communication mechanism** for the Executive Leadership Team to keep employees updated on matters of institutional importance.

- Identify opportunities for the Executive Leadership Team to **informally and formally connect** with employees to enhance visibility and approachability.

- Identify opportunities for the Executive Leadership Team to **increase visibility** at the downtown campus.

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Engagement Driver – Workplace Culture

Outcomes:

- Employees experience an enhanced sense of belonging, fulfilling work relationships, and a more collaborative work environment.

- Employees experience a more respectful and supportive work environment.

Priority Opportunities for Improvement Addressed

Professional Growth	Innovation	Executive Leadership Team	Equity, Diversity & Inclusion	Mental Health	Teamwork, Collaboration & Cooperation	University of Windsor Vision
	X		X	X	X	

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Engagement Driver - Workplace Culture - Key Actions

- Create opportunities for faculty and staff to **connect across the University** in social and professional ways to foster engagement, enhance collaboration, break down silos, enhance understanding and spark creativity and idea generation.

- Explore and introduce new opportunities to **recognize and reward** faculty and staff for innovative and creative practices.

- Reduce barriers for faculty and staff to **rethink and redesign** processes, systems, student services, and academic courses/programs.

- Establish clear guidelines and programs to **support civility and respect** in the workplace and effective approaches to address inter-personal conflicts.

- Develop and implement a comprehensive strategy to promote **employee mental health and psychological safety**.

- Implement the recommendations emerging from the **Equity, Diversity, Inclusion and Indigeneity, Decolonization** external review.

- Introduce **leadership accountability mechanisms** for creating a safe, respectful, and inclusive work environment.

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