



**TO:** President David Angel

**FROM:** Staff Assembly Coordinating Committee (SACC)

**DATE:** April 26, 2017

**RE:** Six Month Progress Report on Staff Assembly

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## **Executive Summary**

1. SACC accomplishments to date
2. Methodology and summary of data collection
3. Selected highlights of data collection by SACC
4. Recommendations for SACC moving forward
5. Data driven recommendations for Senior Leadership to consider

## **Report**

### **1. SACC accomplishments to date**

The Staff Assembly Coordinating Committee (SACC) has met 7 times since November 2016, as well as numerous smaller subcommittee meetings, to respond to the initial charges issued to the committee in order to establish, implement and execute the inaugural Staff Assembly event.

- Co-Chairs elected: Ruby Maddox and Bruce Serret
- Built a website providing committee member information, email, and suggestion form
- Created a mission statement published on the website: [www.clarku.edu/staff-assembly](http://www.clarku.edu/staff-assembly)
- Developed, distributed and analyzed a staff survey with 248 staff members participating
- Sponsored the inaugural Staff Assembly on February 24, 2017 with approximately 150 staff participating and over 400 comments collected
- Combined comments from survey and inaugural Staff Assembly for coding, totaling 648 comments

### **2. Methodology and summary of data collection**

The two main methods of collecting the “voice of the staff” were the survey and Staff Assembly round table discussion groups. In addition, staff comments from both survey and round table groups were combined and coded for more accurate data analysis.

- a. *Staff Survey.* The survey was developed by having all committee members create a survey question (*see Appendix B for results*). While this was not a systematic approach, it

did represent a true collaborative effort from committee members. In addition to the survey results themselves, this collective effort helped SACC to identify ten categories that frame the layered dynamics of the diverse “staff voice”. The following are the ten categories, with a brief description where necessary, in alphabetical order. One data point accompanies each category (*see Appendix A for a visualization*).

- i. **Clark as an Employer of Choice (EOC)** – represents salary, mission, benefits, campus resources and work culture
    - *57% are moderately satisfied as Clark staff members* (see p. 6)
  - ii. **Collegial Support** – represents how staff support each other within and across departments
    - *61% agree that they feel supported by other departments they interact with regularly* (see p. 7)
  - iii. **Diversity and Inclusion**
    - *54% agree that diversity is valued at Clark* (see p. 8)
  - iv. **Engagement and Networking** – represents an institutional level of engagements
    - *52% report that there are too few opportunities to engage/ network with others on campus* (see p. 9)
  - v. **Management and Leadership** – represents support and communication through different levels of management & leadership
    - *52% disagree University leadership takes into consideration expectations of staff in decision-making* (see p. 10)
  - vi. **On-Boarding/ Training** – On both a departmental and institutional levels, represents initial and on-going training through programs, mentors, and coaching
    - *47% reported that an on-boarding/ coaching/ mentoring program would be very important for a new employee’s success* (see p. 11)
  - vii. **Physical Space & Work Environment** – On both a departmental and institutional level; also represents equipment, supplies, software and procedures
    - *43% strongly agree that some administrative processes are unnecessarily complicated* (see p. 12)
  - viii. **Professional Development** – also represents coaching and mentoring at a professional level
    - *55% agree they have adequate opportunities for professional growth at Clark* (see p. 13)
  - ix. **Recognition of Work** – represents how staff feel valued for work completed
    - *34% chose “When a supervisor recognizes a positive contribution to the department/ university” for the best option that recognizes the value of their work* (see p. 14)
  - x. **Role of SACC**
    - *55% see advocating for staff and facilitating communication between staff and senior leadership as the most important role of SACC* (see p. 14)
- b. **Round Table Discussions Groups.** On February 24, 2017, the SACC organized the inaugural Staff Assembly meeting. Two sessions were held for one hour and fifteen minutes each. There were nine tables: eight tables highlighted a topic, or combination of topics from the above list of categories, while the remaining was an “open topic” table.

For each session, attending staff had the opportunity to participate in two different roundtable discussions per session, each lasting twenty-five minutes. One or two SACC members facilitated each table and collected comments.

- c. *Comments Coded.* After a brief analysis of staff comments from both the survey and the Staff Assembly, it became clear that each comment did not necessarily correspond to the category of either the question in the survey or the table of the staff event. To help increase clarity and consistency in the data, the SACC reviewed each of the 648 collected comments and coded them three ways: (1) Each comment was assigned into one or two of the categories mentioned above, (2) determined if the comment represented an institutional or departmental (or both) level, and (3) determined if the comment was either an opinion/ observation or suggestion (*results illustrated in Appendix C*).

### **3. Selected highlights of data collection by SACC**

- 74% of participants from the survey are satisfied as staff at Clark (*17% are extremely satisfied and 57% are moderately satisfied*)  
After reviewing the 66 comments accompanying this survey question (see p. 6), we drew 3 conclusions that may contribute to responses for the “Moderately Satisfied” choice. They are listed by order of frequency mentioned:
  1. The most common sentiment of discontent expressed overwhelmingly was that compensation is vastly lower than other local universities.
  2. Staff feels underpaid and overworked by having to cover multiple roles due to high turnover and/or position freezes.
  3. The staff does not feel like their voice has been heard which has led to lower morale.
- 78% responded that an on-boarding/ coaching/ mentoring program would be important to a new employee’s success (*31% said it was important and 47% said it was very important*)
- 71% disagree that University leadership takes into consideration expectations of staff in decision-making (*52% disagreed while 19% strongly disagreed*)

### **4. Recommendations for SACC moving forward**

- Establish committed resources to the advancement of recommended action items as well as general Staff Assembly operation
- Develop a transparent system for nominating and selecting members of Staff Assembly
- Publish the *Six Month Progress Report on Staff Assembly* for staff to view
- Use the ten categories identified to help frame future Staff Assembly conversations and create shared language
- Construct and launch an “Awareness Campaign” for Staff Assembly
- Explore clear communication structures between Staff Assembly and Clark senior leadership for the purpose of stimulating institutional action

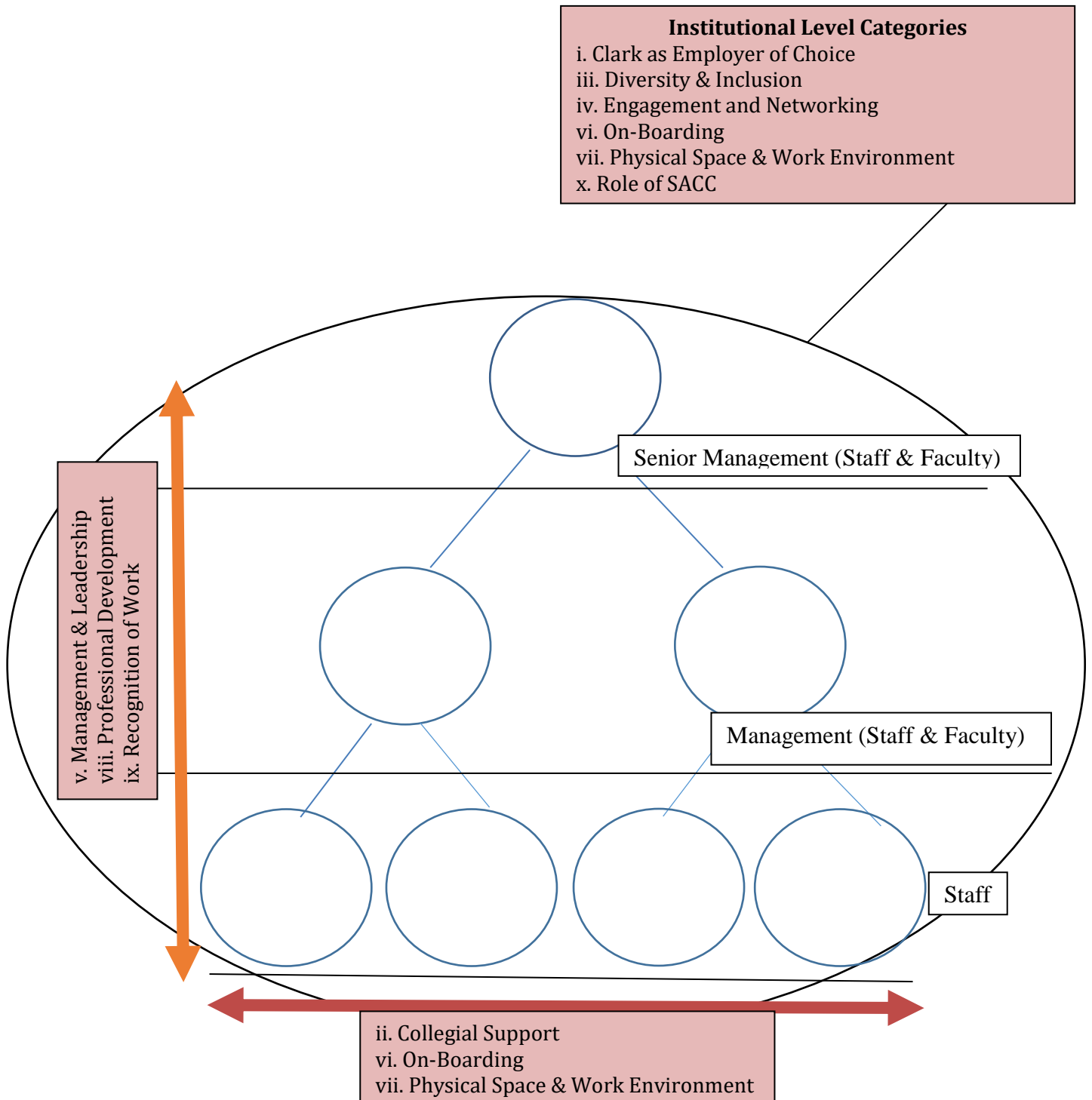
## 5. Data driven recommendations for Senior Leadership to consider for staff

- A further investigation into the *57% moderately satisfied as staff at Clark*
- Create an official Clark on-boarding program for new staff employees; recommend departments create their own on-boarding programs
- Identify and improve current methods of communication from senior leadership down through management to staff (*see Appendix A for visualization*)
- Identify all current methods of engagement and networking opportunities for staff and publish on Clark's website

\*staff comments coded as *suggestion* are available and can be broken down by the categories outlined in *Methodology and summary of data collection* section

# APPENDIX A

## Framing the Staff Assembly Conversations

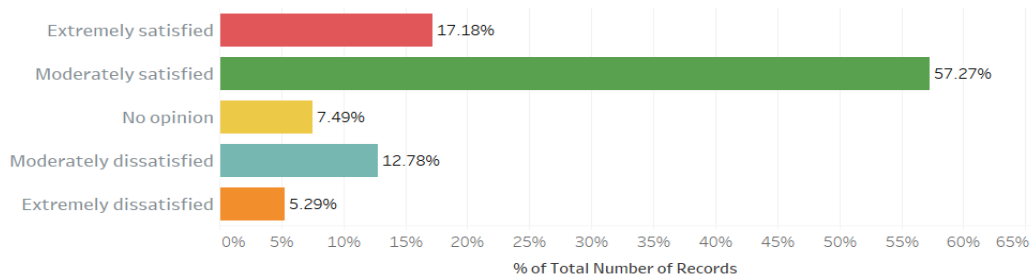


## Appendix B

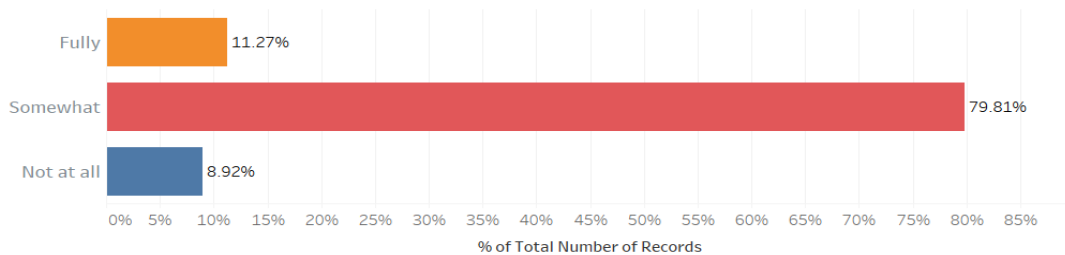
### Staff Survey Results (minus comments)

#### i. Clark as Employee of Choice (EOC)

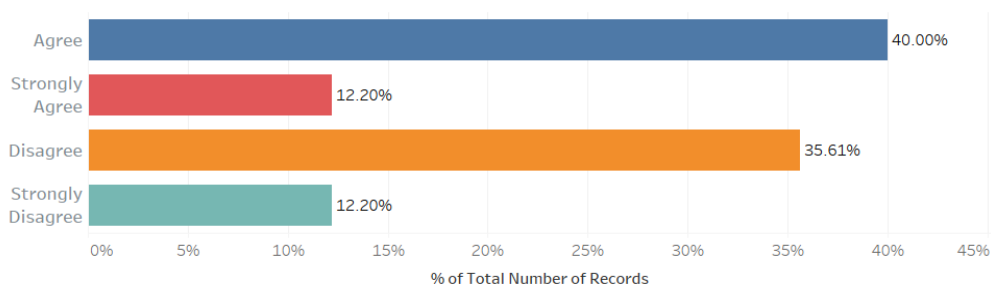
Please rate how satisfied you are being a staff member at Clark University



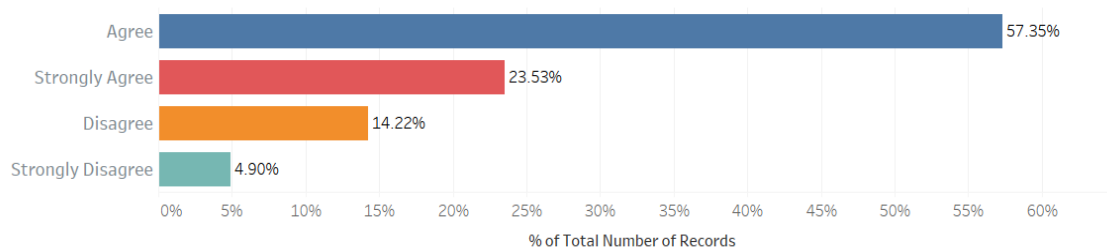
Do you take advantage of campus resources and benefits offered to staff at the University?



My total compensation package (which includes tuition, retirement, vacation, health insurance etc) is fair

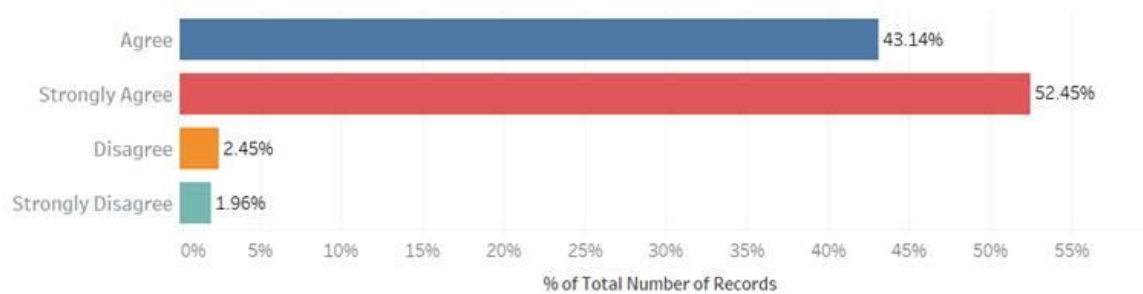


I know what resources are available to me should I need to address any concerns regarding co-worker, supervisor, or other university employee

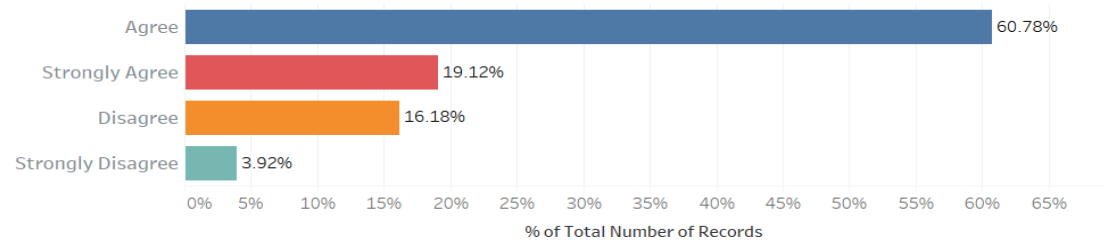


ii. Collegial Support

I get along well with the colleagues in my department

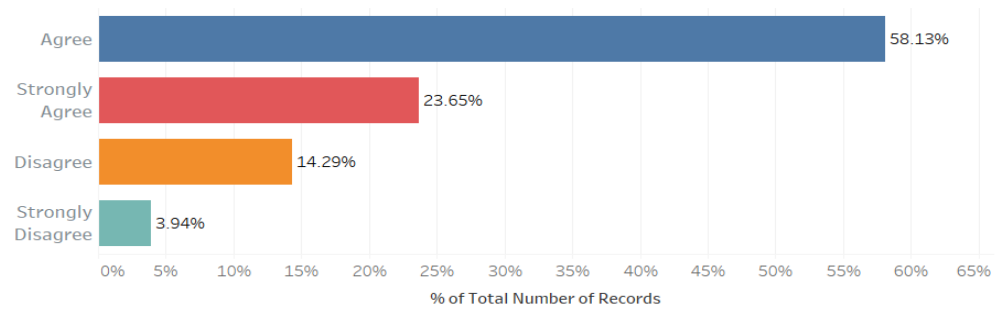


I feel supported by other departments that I interact with regularly

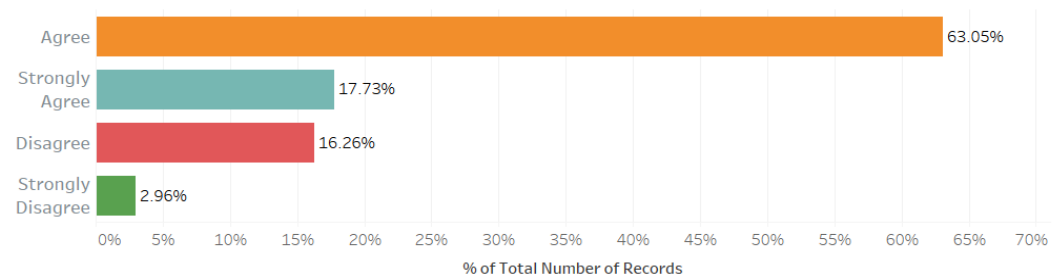


### iii. Diversity and Inclusion

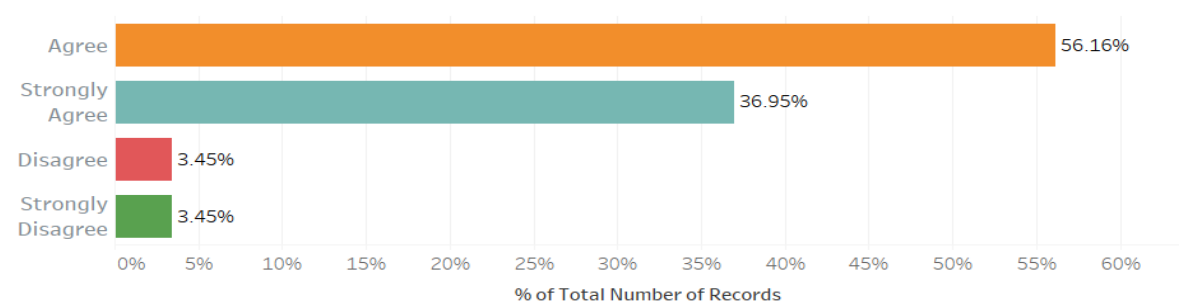
My co-workers are aware of diversity and inclusion initiatives



I am satisfied with the number of events offered at Clark that focus on diversity and inclusion



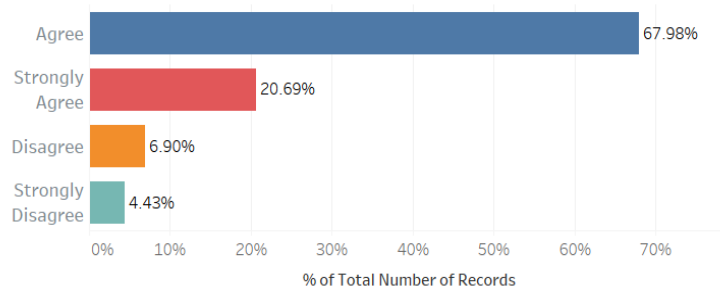
I support Clark's diversity and inclusion initiatives within my department





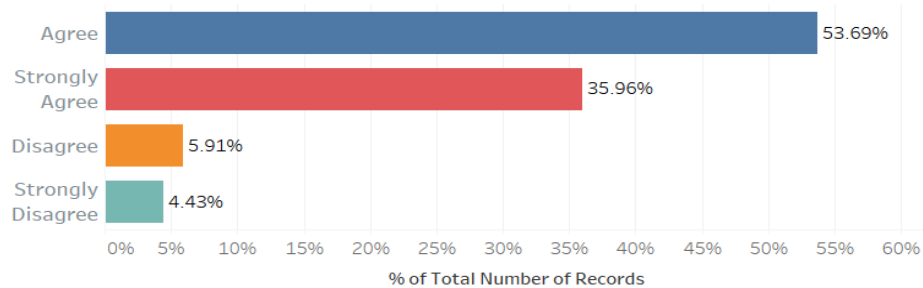
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University leadership responds to diversity and inclusion matters in a timely and professional manner



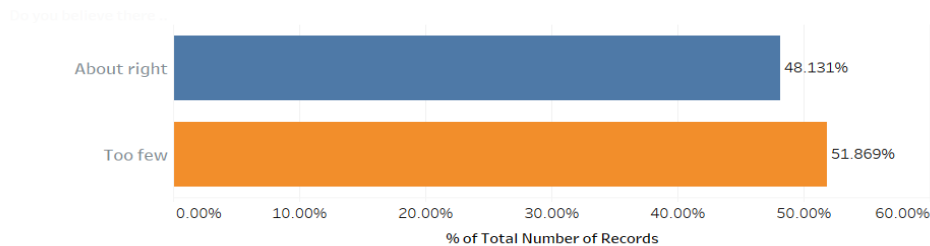
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Diversity is valued at Clark



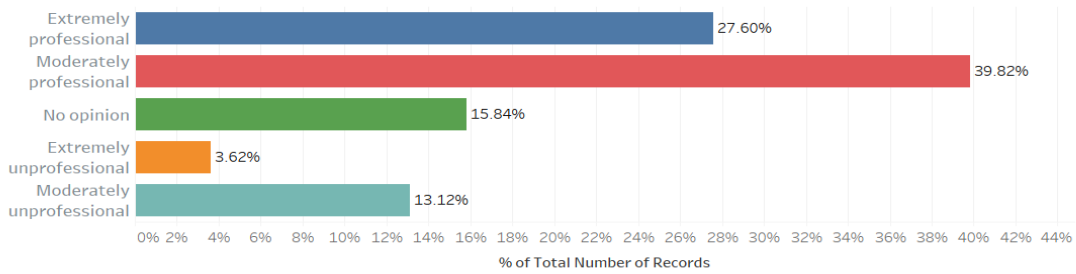
#### iv. Engagement and Networking

Do you believe there are enough opportunities available to engage/network with others on campus?

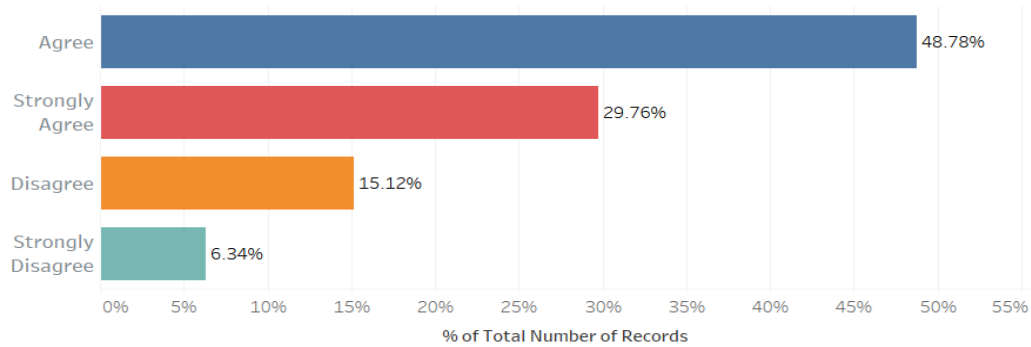


## v. Management and Leadership

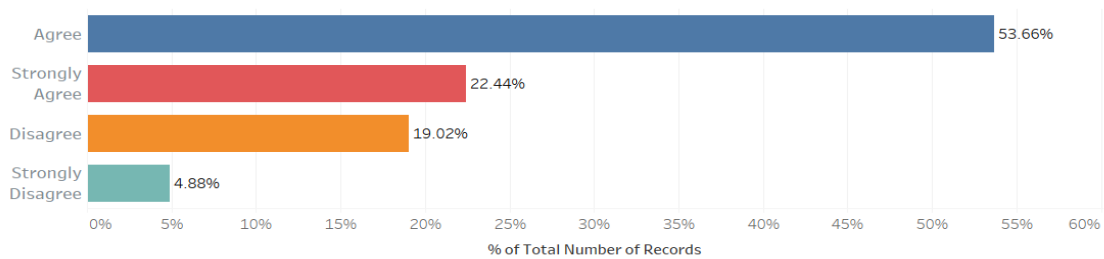
Are all matters of concern (professional / personal) that impact your work place being addressed with professionalism and respect?



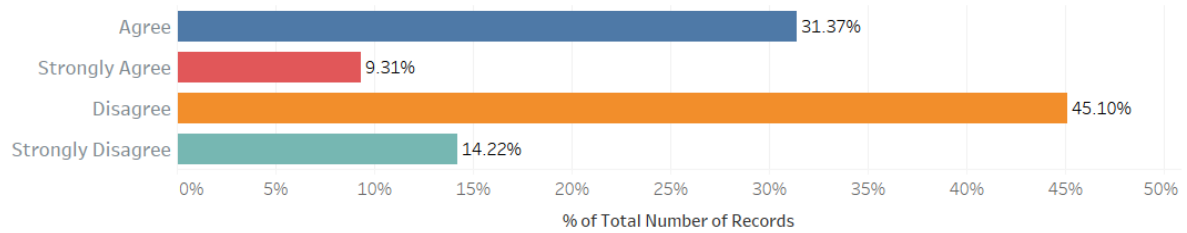
My manager encourages and supports my development



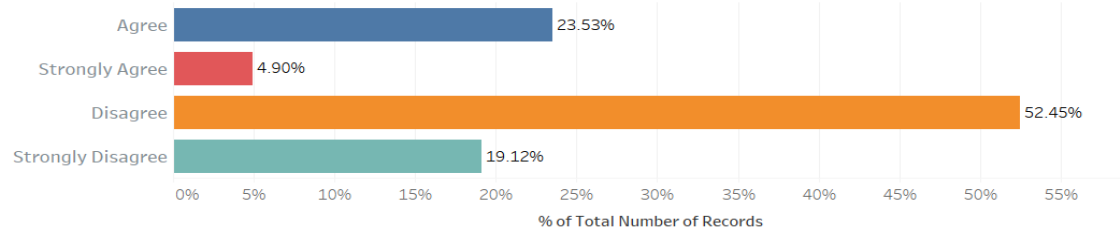
My performance expectations are clear



I am familiar with the President's Leadership Team

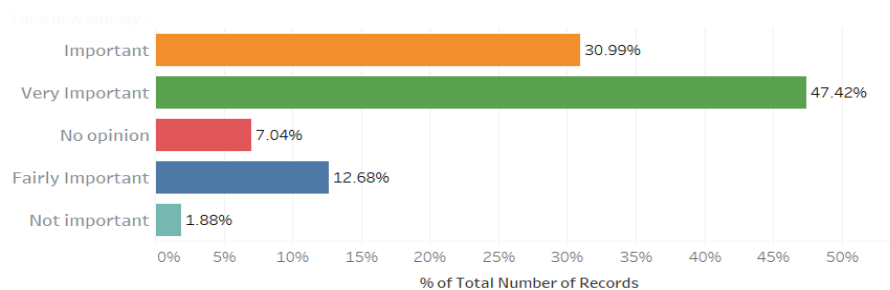


University leadership takes into consideration expectations of staff in decision making

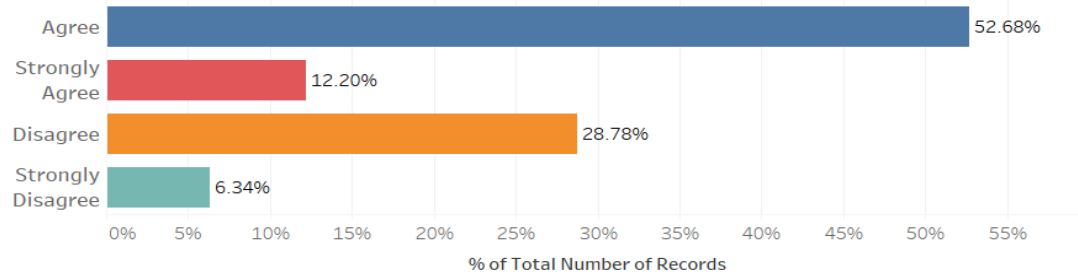


## vi. On-Boarding/ Training

For a new employee's success, how important would an onboarding/coaching/mentoring program be?

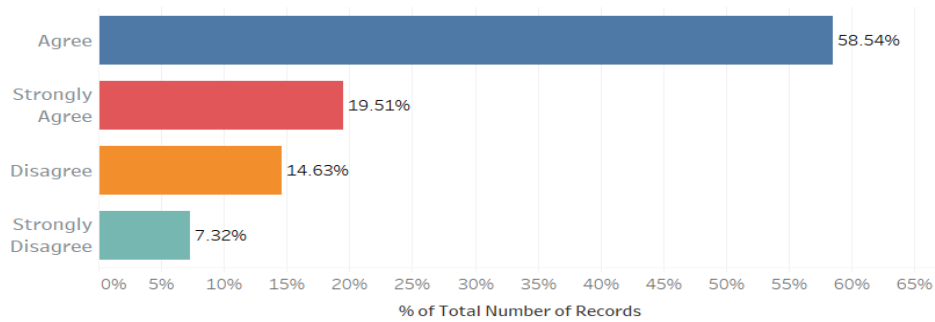


I receive the training I need to do my job well

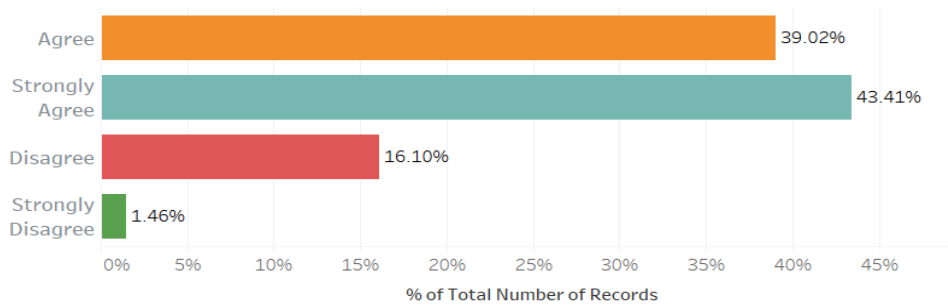


## vii. Physical Space/ Work Environment

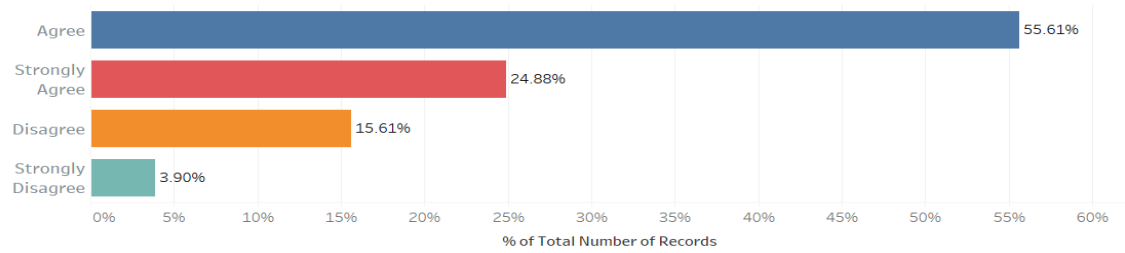
I have the supplies/materials/equipment I need to do my job effectively



Some administrative processes are unnecessarily complicated

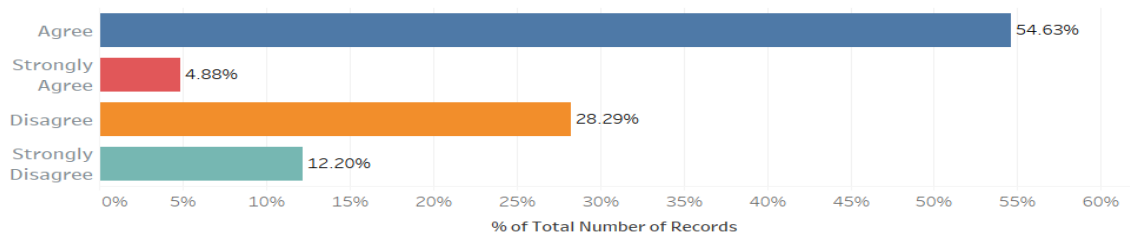


My physical workplace is conducive to the work I perform

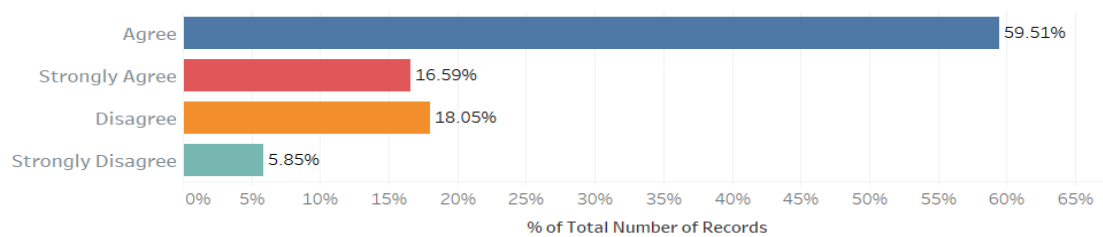


### viii. Professional Development

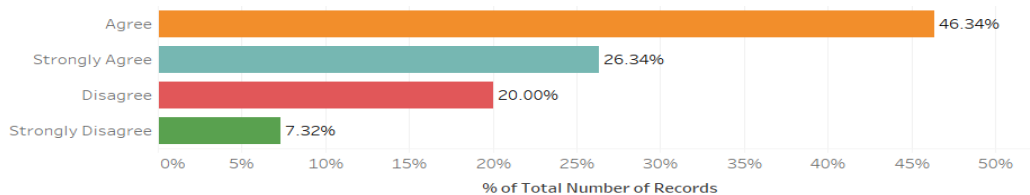
I have adequate opportunities for professional growth at Clark



My work is stimulating, rewarding, and provides opportunities to learn new skills



My manager is actively interested in my professional development and advancement



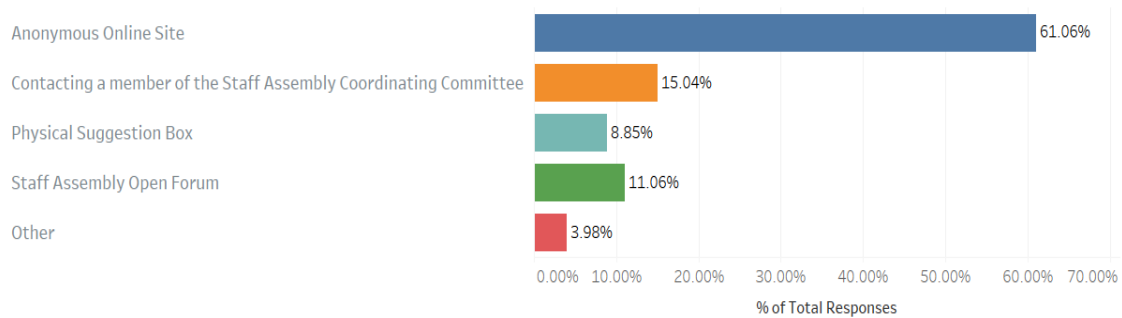
## ix. Recognition of Work

Which of the following recognizes the value of your work at Clark?

<b>When a supervisor recognizes a positive contribution to the department/university?</b>	33.95%
<b>When I am invited to help solve problems outside of my normal job responsibilities</b>	12.56%
<b>When I am invited to participate and serve as a collaborative member of a team</b>	10.23%
<b>When my performance is acknowledged by being assigned additional responsibilities or encouraged to learn a new skill</b>	8.37%
<b>When someone from outside the department recognizes a positive contribution I have made to the Clark Community</b>	34.88%

## x. The Role of SACC

From the list below, what platform would you feel most comfortable sharing your thoughts, ideas and suggestions?

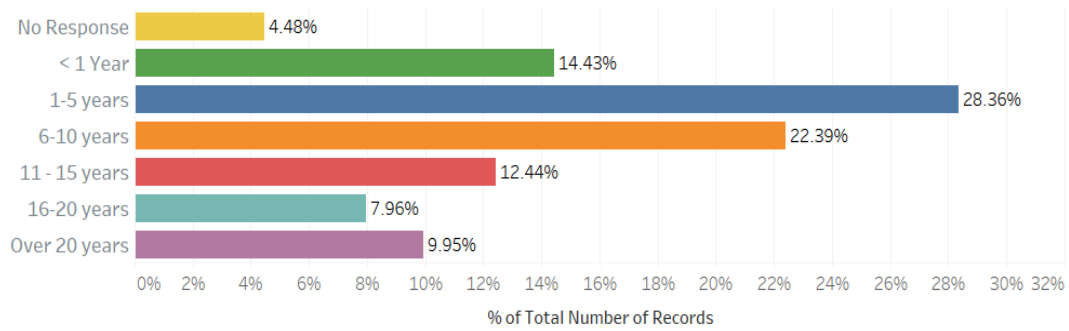


What do you see as the most important role of the Staff Assembly Coordinating Committee?

<b>Advocating for staff and facilitating communication between staff and senior leadership</b>	54.78%
<b>Providing a venue where staff can safely discuss and generate ideas and recommendations regarding the University</b>	35.65%
<b>Providing opportunities to engage in extracurricular campus involvement (e.g. networking opportunities, committee participation etc.)</b>	5.22%
<b>Other: Please specify</b>	4.35%

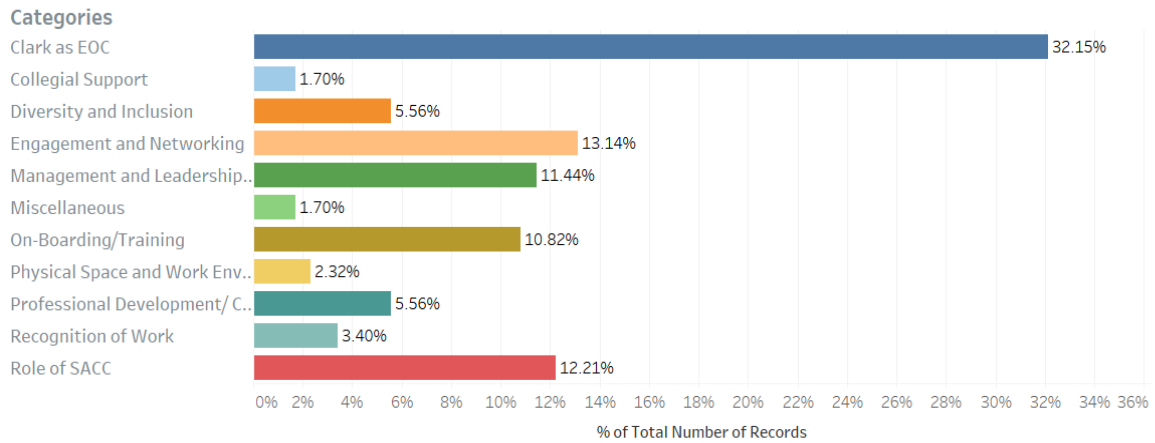
## Demographics

How many years have you worked at Clark?



## Appendix C

### Coded Comments from Staff Survey and Inaugural Staff Assembly



Categories	Departmental		Institutional		Both		Grand Total
	Opinion	Suggestion	Opinion	Suggestion	Opinion	Suggestion	
Clark as EOC	1.08%	0.31%	18.86%	6.34%	4.33%	1.24%	32.15%
Collegial Support	0.46%	0.31%	0.31%		0.31%	0.31%	1.70%
Diversity and Inclusion	0.15%	0.15%	1.24%	1.24%	2.01%	0.77%	5.56%
Engagement and Networking	0.46%	0.15%	5.56%	4.17%	1.08%	1.70%	13.14%
Management and Leadership Support	1.24%		4.02%	2.47%	3.25%	0.46%	11.44%
Miscellaneous			1.08%	0.46%	0.15%		1.70%
On-Boarding/Training	0.62%	0.62%	2.63%	3.55%	2.32%	1.08%	10.82%
Physical Space and Work Environment	0.46%	0.15%	0.31%	0.46%	0.46%	0.46%	2.32%
Professional Development/ Coaching ..	0.46%	0.15%	0.46%	1.70%	0.77%	2.01%	5.56%
Recognition of Work			0.62%	0.46%	0.62%	1.70%	3.40%
Role of SACC			4.48%	7.26%	0.15%	0.31%	12.21%
Grand Total	4.95%	1.85%	39.57%	28.13%	15.46%	10.05%	100.00%