



2019
CULTURE
UPDATE

BACKGROUND

“Culture eats strategy for breakfast!”

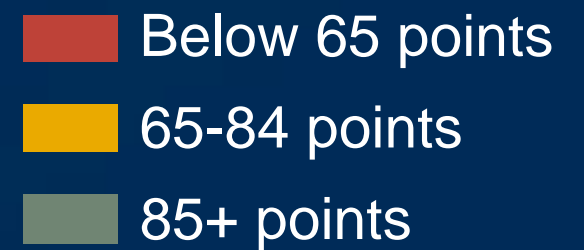
- / Our culture will either accelerate or slow down the University in achieving our mission.
- / A strong culture leads to the recruitment of **higher-caliber candidates**, **increased employee engagement and retention** and **student success**.
- / An organization’s culture will either happen by default or design, so we are choosing to actively shape our culture at WVU.
- / The first step is to measure our **strengths**, identify **opportunities for improvement** and **assess the effectiveness of initiatives** we have put in place.

2018 WVU CULTURE SURVEY

- / The 2018 WVU Culture Survey was sent to all benefits-eligible faculty and staff employed by the University as of August 20, 2018, across WVU's Morgantown, Beckley and Keyser campuses.
- / As with previous surveys, all responses were anonymous and confidential.
- / The survey had a **53% overall response rate**.

UNIVERSITY CULTURE PROFILE

Points out of 100	WVU Total 2016	WVU Total 2017	Faculty 2017	Staff 2017	WVU Total 2018	Faculty 2018	Staff 2018	WVU Total Change Since 2017
High performance is recognized and rewarded.	56	54	58	51	61	63	59	6.9
People feel appreciated and valued.	54	53	54	52	57	57	56	3.4
We have high levels of feedback and coaching.	54	54	53	55	57	54	58	2.6
Decisions are made for the greater good of the overall university.	62	62	61	62	64	63	65	2.5
People are empowered.	56	57	57	57	59	58	60	2.4
There is a high level of quality awareness, focus on students.	65	64	62	65	66	63	68	2.1
Teamwork, mutual cooperation / support is the norm.	64	64	62	64	66	64	66	1.9
There is a positive fast-paced environment.	62	62	60	63	64	62	65	1.9
Our people are highly accountable for their actions and results.	60	60	59	61	62	61	63	1.9
People are encouraged to innovate, creativity is welcomed.	66	65	65	65	67	66	67	1.8
There is an environment which is optimistic and forgiving.	62	62	61	62	64	62	64	1.7
There is a sense of pride.	74	73	72	74	75	74	75	1.7
There is great openness to change.	56	56	54	56	57	55	59	1.7
People are willing to put in effort beyond what is normally expected.	69	68	70	67	70	71	69	1.6
There are high expectations for performance.	73	73	72	74	75	73	76	1.6
We have an environment where people are self-starters with high initiative.	64	63	66	62	65	66	64	1.6
We have two-way, frequent and open communications.	58	59	57	60	60	57	62	1.5
People are fun to be around.	72	71	70	71	73	72	73	1.5
There is a healthy environment.	62	62	60	63	63	62	64	1.5
There is a sense of honesty.	64	63	64	63	65	65	65	1.5
There is a high level of openness and trust among people.	57	57	57	57	58	59	58	1.4
There is a bias for action / urgency to move forward.	64	64	62	64	65	62	66	1.4
People are flexible.	64	65	64	66	66	65	67	1.3
Core values / ethics are very important.	70	71	69	71	72	69	73	1.3
There is a high level of integrity when dealing with employees.	63	63	62	63	64	64	64	1.3
There is a high level of student-service consciousness.	76	76	74	78	77	75	78	0.5
People are continually improving / growing in positive ways.	63	63	64	62	63	63	63	0.4
We respect diversity – healthy differences are a strength.	72	72	70	74	72	70	74	0.0














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■ Below 65 points
■ 65-84 points
■ 85+ points

YEAR-OVER-YEAR CHANGES

2016	
Highest-Scoring Behaviors	Lowest-Scoring Behaviors
 Sense of Pride	 Empowerment
 Student Focused	 Coaching and Feedback
 Our People Are Fun to be Around	 Appreciation and Recognition

2017	
Highest-Scoring Behaviors	Lowest-Scoring Behaviors
 Sense of Pride	 High Performance is Recognized and Rewarded
 Student Focused	 Coaching and Feedback
 High Expectations for Performance	 Appreciation and Recognition

2018	
Highest-Scoring Behaviors	Lowest-Scoring Behaviors
 Sense of Pride	 Openness to Change
 Student Focused	 Coaching and Feedback
 High Expectations for Performance	 Appreciation and Recognition

HOW WE MAY HAVE MOVED THE NEEDLE

HIGH PERFORMANCE IS RECOGNIZED AND REWARDED

- / Instituted **market adjustment** and **critical retention pay increases** (spring 2018) and **performance-based compensation program** (fall 2018).
- / Achieved near **100% participation rate** in **2018 WVU Performance Management** process.

APPRECIATION AND RECOGNITION

- / Hosted “**A Celebration of Mountaineer Values**” event to recognize recipients of WVU’s commemorative 150th anniversary values coins.
- / Implemented **Dependent Education Scholarship** program for faculty and staff.

HOW WE MAY HAVE MOVED THE NEEDLE

EMPOWERMENT

- / Held more than a dozen **Campus Conversations** a variety of topics of interest in 2018 (e.g., Shared Services, 2018 WVU Compensation Program, 2017 WVU Culture Survey Results, etc.).
- / Hosted multiple focus groups on a wide range of topics throughout last year (e.g., Upward Feedback, Paid Leave Benefits, WVU Culture Survey Results Rollout Plan for Faculty, etc.).
- / Involved faculty and staff in design process for **2019 WVU Values Coins**.

HOW WE MAY HAVE MOVED THE NEEDLE

COACHING AND FEEDBACK

- / Rolled out **WVU Employee Code of Conduct**.
- / Launched **Upward Feedback** developmental tool for supervisors.
- / Held **Ritz-Carlton Leadership Culture Retreat** in partnership with several leaders and functional areas across the University.
- / Implemented enhanced **new employee onboarding** process (i.e., New Mountaineer Experience).
- / Rolled out **Supervisors' Essentials and Solutions** training campuswide.
- / Developed **Supervisor/New Employee Guides for a Successful First Year**.

WVU CULTURE SURVEY NEXT STEPS

- / Talent and Culture and the Office of the Provost leadership have met with each unit and academic leader to review their individualized 2018 WVU Culture Survey results.
 - / Your leader will be sharing the results for your area soon (if they haven't already).
- / The focus of making these results actionable is on **student retention through faculty and staff engagement**.
- / Based on feedback from faculty focus groups last fall, the University is moving to a **two-year cycle** for the **WVU Culture Survey**.
 - / This new cadence will allow more time for the development of individual action plans and will help WVU better measure the effectiveness of the programs that are put in place.

UPWARD FEEDBACK: BACKGROUND

- / Supervisors across WVU have a great responsibility in moving the University closer to fulfilling its mission.
 - / As people-leaders, supervisors are accountable for **efficiently managing assignments, working with their teams to achieve results** and **promoting a positive work environment** in their department or function.
 - / Supervisors also are instrumental in advancing WVU's culture.
- / Through recent WVU Culture Surveys and Campus Conversations with faculty and staff, the University recognizes many supervisors may not be aware of their individual strengths and opportunities for improvement as people-leaders.
- / Upward Feedback is designed to help supervisors identify their **leadership strengths** and **developmental opportunities** by capturing feedback from their direct reports.

UPWARD FEEDBACK: BACKGROUND

- / Approximately 200 supervisors and employees across more than 70 schools, divisions and departments provided input in creating the final version of the questionnaire.
 - / The questions are aligned to WVU's values, performance elements and the WVU Employee Code of Conduct.
- / Upward Feedback rolled out to all staff employees across the WVU System in January 2019.
 - / Employees had two weeks to respond.
 - / Participation was not required; however, it was strongly encouraged.
 - / All responses are anonymous and confidential.
- / The Upward Feedback process had a 44% overall response rate.

UPWARD FEEDBACK: OVERALL RESULTS

UPWARD FEEDBACK STATEMENT RANKING	WVU VALUES
My supervisor is considerate of my work-life balance.	Service / Respect
My supervisor behaves in a respectful manner.	Respect
My supervisor appreciates my work.	Appreciation
My supervisor is trustworthy.	Respect
My supervisor advocates for the tools and training I need to do my job.	Service
My supervisor values my work-related ideas and opinions.	Curiosity
My supervisor communicates relevant information.	Service / Accountability
My supervisor addresses my concerns in a timely manner.	Accountability
My supervisor promotes a team-oriented workplace.	Service
My supervisor communicates clear expectations.	Accountability
My supervisor provides useful feedback.	Accountability
My supervisor leads without favoritism.	Respect

■ HIGHEST SCORING
■ LOWEST SCORING

UPWARD FEEDBACK: HIGHEST-SCORING RESULTS

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LOWEST SCORING

UPWARD FEEDBACK: LOWEST-SCORING RESULTS

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■ LOWEST SCORING

UPWARD FEEDBACK: NEXT STEPS

- / The 2019 Upward Feedback responses are consistent with recent WVU Culture Survey results:
 - / The **highest-scoring results** align with a strong **Sense of Pride** among University employees as well as **High Expectations for Performance**.
 - / The **lowest-scoring results** indicate that **Coaching and Feedback** remains an opportunity for supervisors.
- / Talent and Culture is developing targeted training and development programs that address the lowest-scoring results.
- / In future years, supervisors with a designated number of direct reports/survey responses will receive a summary of the results within their specific area.

QUESTIONS?

CONTACT INFORMATION

- / Visit the Talent and Culture website for more information.
- / An archived version of this Campus Conversation will be available at bureaucracybusters.wvu.edu/campus-conversation.
- / You may continue to submit questions to campusconversations@mail.wvu.edu.
- / Stay tuned for upcoming Campus Conversations.