

2018 Faculty & Staff Climate Survey Results



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*Imagine, Create, and
Secure a Stronger Peace...*



NATIONAL DEFENSE
UNIVERSITY
Washington, D.C.

OVERVIEW



- Survey design and response rate
- 2018 EO/EEO Survey: Findings and feedback
- 2018 Climate Survey: Results and analysis
 - Climate Factor Dashboard
 - Open-ended comments
- Way forward

Survey Design and Response Rate



- Demographics: Affiliation, Component, Function
- 68 rating items summarized by nine factors:
 - NDU Leadership
 - College/Component Leadership
 - Decision Making
 - Mission
 - Quality
 - Morale
 - Employee Engagement
 - Freedom from Sexual Assault/Harassment
 - Equal Opportunity
- 9 open-ended questions, providing context for ratings
- Feedback on January EEO Work Environment Survey
- Response rate: 60% ($\pm 3\%$ margin of error)



January 2018 EO/EEO Survey: Findings and Feedback

Jan 2018 EO/EEO Survey: Findings



To ensure a safe, fair, and equitable workplace for all NDU employees requires that we:

- Clarify policies and expectations.
- Conduct training to ensure all employees understand policies and expectations.
- Hold ourselves accountable to adhere to these standards.
- Improve diversity by reaching a broader pool of candidates and ensuring diversity on hiring panels.
- Ensure employees are fairly compensated according to their skills, abilities, experience, and contributions.

Desired outcome: a climate that fosters respect among students, faculty, staff, and administration from a range of different backgrounds, ideas, and perspectives.

POA&M from Jan 2018 EO/EEO Survey



- Provost/COO directed faculty/staff to complete JS Sexual Harassment training course, to ensure all employees understand the concepts and principles of equality, diversity and inclusion (19 Mar).
- Incorporated EEO guidance/requirement for sexual harassment training in new employee orientation to ensure understanding of concepts and principles of equality, diversity and inclusion.
- Posted EEO contact info/guidelines for recognizing and reporting inappropriate workplace behaviors, to facilitate support for NDU's commitment to a fair and respectful work environment.
- HRD hosted group discussions at both campuses to address EEO concerns, provide information, opportunity to engage each other on workplace issues.
- ★ HRD partnered with JBM-HH EO office to increase availability of EO resources; MDW Sexual Harassment/Assault Response Program (SHARP) instructors led two training sessions at NDU; in addition to original POA&M.
- Updated NDU's EO/EEO policies and procedures.
- Hired Expert Consultant to develop a more comprehensive program around employee relations (education, publicity, conflict resolution/mediation, accountability, etc.). **EC identified and expected on board in Jan 2019.**
- Require refresher training to be added to performance plans and confirming employees' understanding of our policies and expectations with a pledge. **In lieu of a pledge:**
- ★ Including EO/EEO in individual performance elements.
- ★ Implementing single performance standard across NDU to reinforce culture of professionalism/accountability.
- Component leaders meet at least annually with their employees to reiterate our zero-tolerance for behaviors that are counter to the principles of equality, diversity, and inclusion.

[★ = Added to original POA&M]

Feedback on EO/EEO Survey



- Awareness and appropriateness of action plan

		Aware	Appropriate
Implemented	JS Sexual Harassment training course	92%	86%
	Sexual harassment training for new employee orientation	73%	93%
	Information postings around campus	79%	88%
	Group discussions about relevant topics	71%	89%
Planned	Updating and distributing NDU policies and procedures		95%
	Appointing an Expert Consultant		73%
	Requiring refresher training and confirming employees' understanding with a pledge		67%
	Component meetings for leaders to reiterate zero-tolerance		84%

Feedback on EEO Survey



	% Agreement*
The survey results accurately describe the NDU work environment	59%
I am confident that the plan will be implemented as stated.	69%
I am confident that the plan is adequate to improve the work environment at NDU.	60%
The attention given these issues has strengthened my trust in NDU leadership.	63%
The attention given these issues has strengthened my trust in my component's leadership.	55%

*Percentage of *Agree* and *Strongly agree* responses.

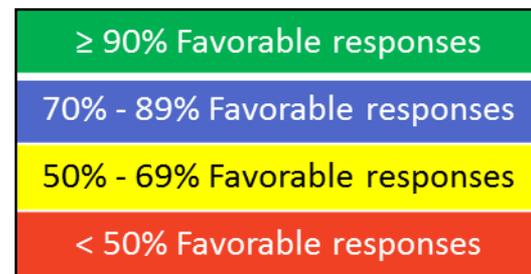


May 2018 Climate Survey: Results and Analysis

Climate Factor Dashboard



Factor	2016	2017	2018	TREND
NDU Leadership	44%	42%	49%	↑
Component Leadership	65%	70%	65%	→
Decision Making	46%	47%	54%	↑
Mission	58%	62%	66%	↑
Quality	57%	62%	64%	↑
Morale	42%	39%	47%	↑
Employee Engagement	70%	74%	72%	→
Freedom from Sexual Assault/Harassment	85%	83%	81%	↓
Equal Opportunity	76%	76%	77%	→



What should NDU sustain?



- 176 responses (42% of respondents)
- Major themes (cited by 10 or more respondents)
 - Commitment to continuous improvement (13%)
 - Improved and open communication (13%)
 - Excellent academics (11%)
 - Commitment to mission (9%)
 - Library (7%)
 - PLS and other guest speakers (7%)
 - Strategic planning (6%)
 - Improved collaboration between colleges (6%)
 - Positive and professional work environment (6%)

What should NDU improve?



- 226 responses (54% of respondents)
- Major themes (10 or more respondents)
 - Information Technology (systems, support, infrastructure) (35%)
 - Communication (13%)
 - Support of components (administrative, mission) (11%)
 - Facilities (7%)
 - Collaboration between colleges/components (6%)
 - Resource allocation (6%)
 - EEO issues (diversity/inclusiveness, discrimination) (6%)
 - Transparency (6%)
 - Professional development (5%)
 - Hiring process (4%)

Summary



- Continued affirmation of excellent academics, commitment to mission, NDU Library, and guest speakers
- Recognition of commitment to continuous improvement, strategic planning
- Continued need for improvement in several areas:
 - IT (systems, support, infrastructure)
 - Communication and transparency
 - Support for components
 - Facilities
 - Collaboration between colleges/components
 - Resource allocation
 - Professional development
 - Hiring process



Way Forward

Way Forward



What problem(s) are we trying to solve and what solutions are needed to address the predominant issues?

University-Component

Collaboration

- Form Staff Advisory Council (SAC)
- Component Directors Establish Small Focus Groups
- Invest University-Component Working Groups
- Eliminate Barriers (e.g., RMD working in Components)

Whole-of-University

Communication

- Sustain Monthly Update Emails (ITD, RMD), Expand to HRD and SSD
- Sustain University Governance Structure Meetings (ITSC, URC, HCC, Deans Council) and Publish Minutes

COO Staff

Professionalization

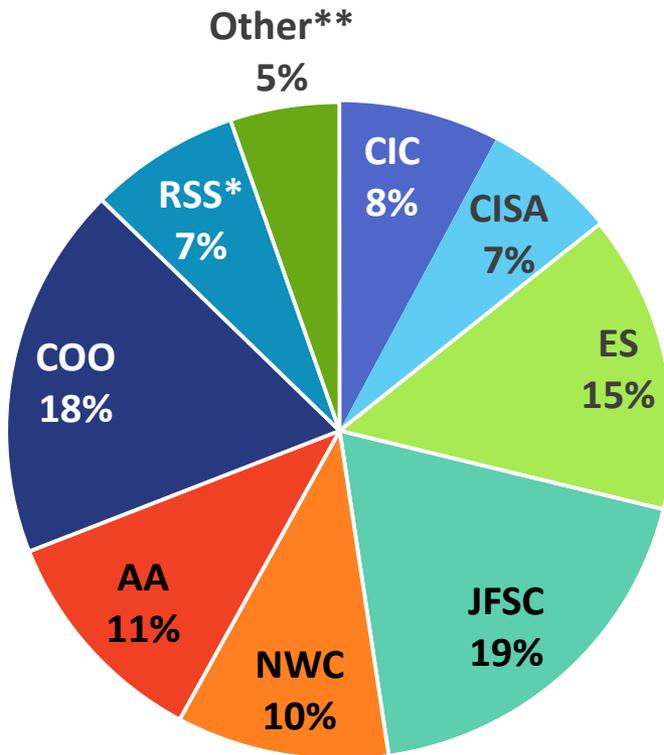
- Standardize, Improve, Train, and Measure Business Processes
- “Know Your PD”
 - Standardize Performance Elements (e.g., customer service)
 - Implement Training Sessions
- Reinvigorate Employee IDPs
- Sustain Business Process Improvement and Automation



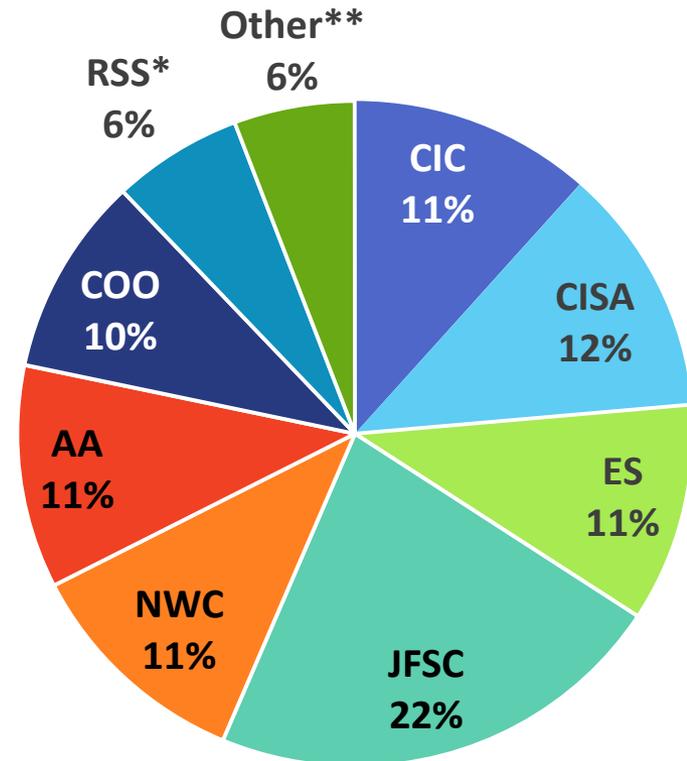
Demographic Data



Respondent Demographics: College/Component



NDU POPULATION

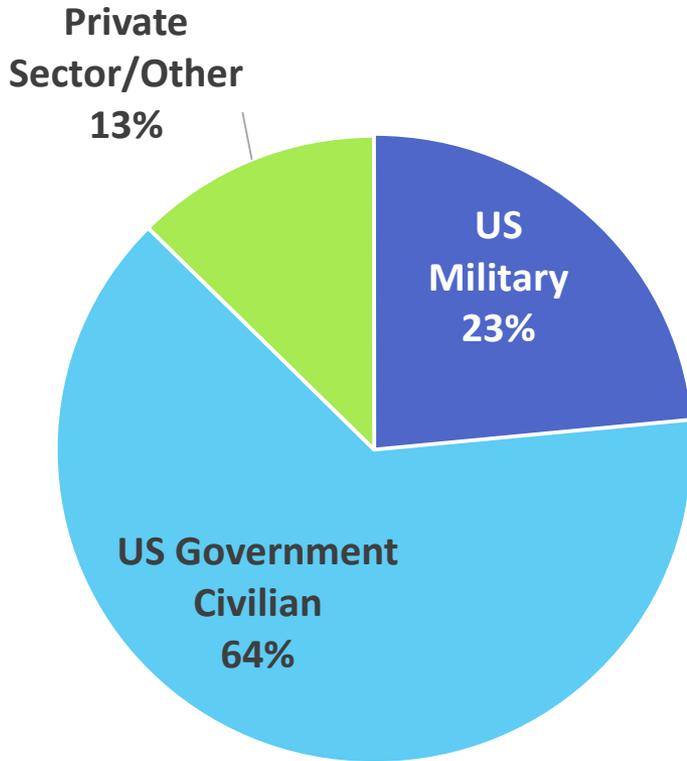


SURVEY SAMPLE

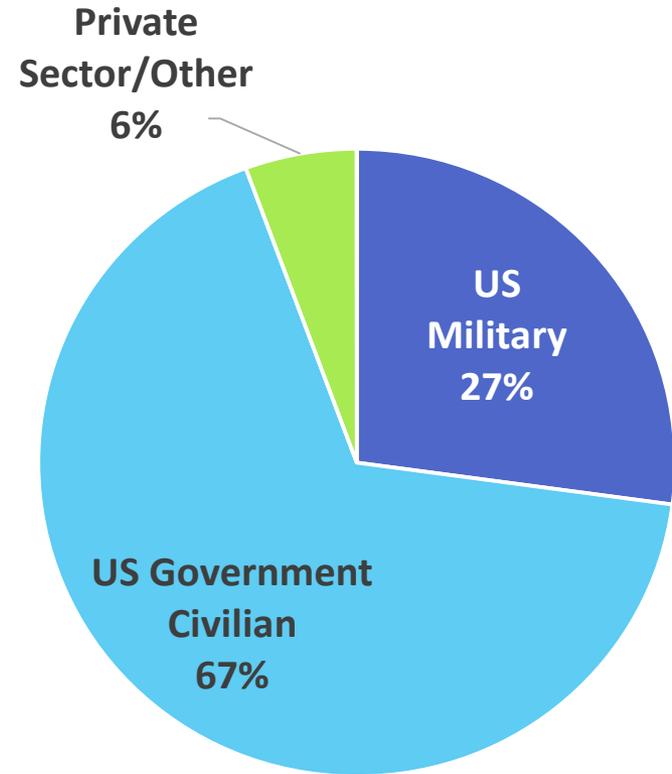
*Research and Strategic Support (INSS, CSWMD, NDU Press, etc.)

**Other NDU components (Command Group, CAPSTONE, ISMO/IMSO, PAO, etc.)

Respondent Demographics: Affiliation

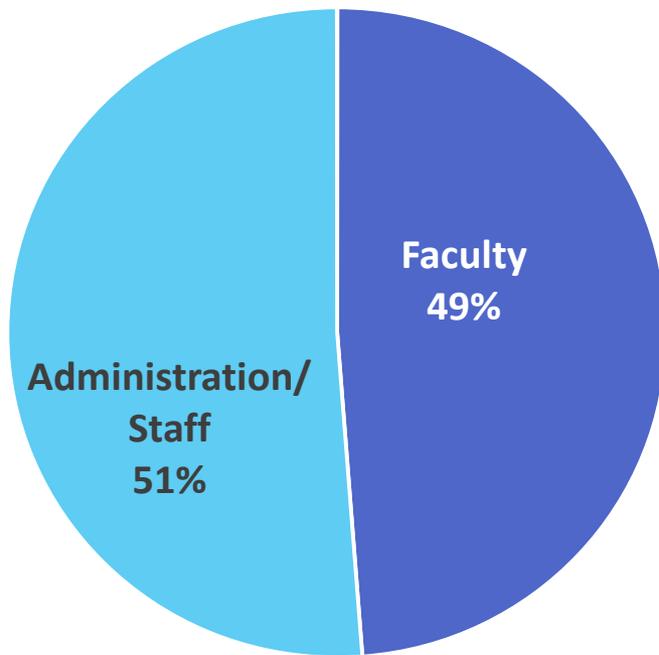


NDU POPULATION

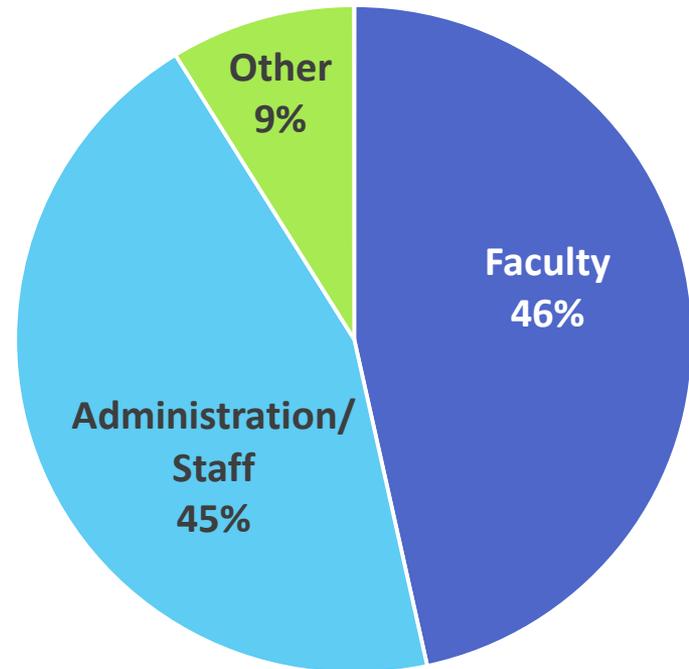


SURVEY SAMPLE

Respondent Demographics: Function



NDU POPULATION



SURVEY SAMPLE