

Dartmouth College Employee Survey Results

April 27, 2006



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Goals and Objectives

- The Dartmouth College Employee Survey will help the administration:
 - To better understand employees' experience
 - To identify employees' concerns and issues that need to be addressed

- The survey supports the larger goals for the administration established after the 2005 study by the management consulting firm McKinsey and Co.:
 - To support the work of the faculty and students
 - To recruit and retain talented and diverse officers and staff, and to encourage and support their advancement through competitive compensation and professional development programs
 - To steward the resources of the institution in a prudent and fiscally responsible manner to advance academic goals and community
 - To communicate effectively across the institution to encourage a sense of a shared Dartmouth
 - To encourage innovation on the part of officers and staff within a culture of interdependence, transparency, responsibility, and accountability

Sample Description

Demographics

- 63% Female, 37% male
- 94% Caucasian/White

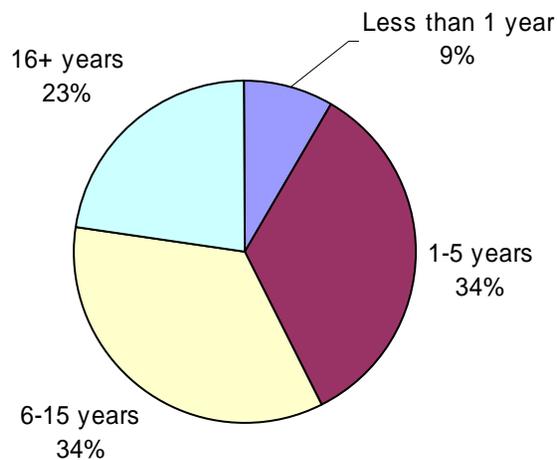
Response rate

- 3,293 invitations mailed
- 2,235 (68%) started the survey
- 1,843 (56%) completed the survey

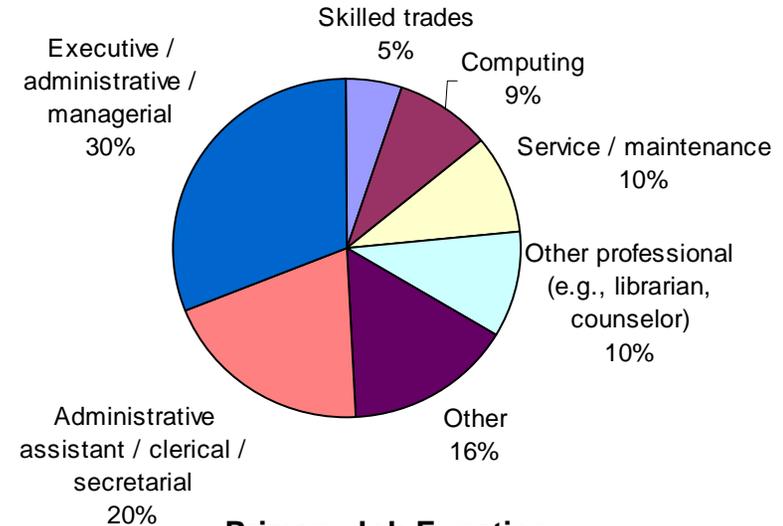
Representatives from a range of areas of employment and functions

93% are full-time employees

- 48% are paid monthly, 52% are paid bi-weekly
- 78% are employed in Hanover
- 60% do not supervise other employees
- 57% have worked at Dartmouth for 6 or more years



Years Employed at Dartmouth



Primary Job Function

Summary of Results

- Overall there is a high level of satisfaction with employment at Dartmouth
 - 89% of respondents are “satisfied” or “very satisfied”
 - 93% would “probably” or “definitely” recommend employment at Dartmouth to a friend
- Employees form their understanding of Dartmouth primarily through their own experience and their interactions with other employees and their supervisor
- Having “interesting, meaningful work” and good benefits and job security are important factors that influence employees to continue working for Dartmouth
- Cash bonuses, promotion and recognition from supervisors are the preferred methods of being recognized for exceptional work

Question Type	Overall Mean Score	Value	Value Range
Job satisfaction	3.0	Satisfied	1 = Very Dissatisfied; 4 = Very Satisfied
Department ratings	3.6	Very good	1= Lowest; 5 = Highest
Job ratings	3.8		
Supervisor ratings	3.8		
Decision-making and change	2.9	About right	1=Too much; 5=Too little 1=Too resistant; 5=Too eager to change 1=Too slow; 5=Too fast

Dartmouth's Primary Purposes

As a college, how would you describe Dartmouth's primary purposes?

(Open-ended responses were coded into categories)

- Education
 - Dartmouth provides the best liberal arts education to some of the country's top students, who will become the next generation of leaders. The role of the college is to increase students' capacity for intellectual curiosity and to develop a diverse range of skills in the students.
- Research:
 - Dartmouth enhances the store of human knowledge through high quality research and scholarship. Dartmouth encourages and supports innovative research in chosen fields of study, seeking to solve society's most pressing issues.
- Students:
 - Dartmouth creates an environment where students can realize their potential in a complex, ever-changing world. Dartmouth educates students to be individual thinkers, team players, and responsible global citizens.

Dartmouth's Primary Purposes (continued)

As a college, how would you describe Dartmouth's primary purposes?

(Open-ended responses were coded into categories)

- **Community/Environment:**
 - Dartmouth provides a safe, clean place for intellectual, physical, cultural, and spiritual growth. Dartmouth fosters an environment where students have close, stimulating contact with faculty as well as opportunities to learn from experiences beyond the classroom.
- **Citizen/Leaders:**
 - Dartmouth helps students become open-minded, conscientious adults who are able to respond to real-world, global needs and who will contribute to society over the course of their lives.
- **Graduate/Professional:**
 - Dartmouth develops high caliber professionals within the graduate schools, Dartmouth Medical School, Tuck School of Business, and Thayer School of Engineering. Dartmouth conducts and contributes to world class research in science, medicine, engineering, and the humanities.

Department's Primary Purposes

How would you describe your department's primary purposes?

(Open-ended responses were coded into categories)

- Support role:
 - Departments provide support to all members of the Dartmouth community in furthering the mission of the College. Employees aim to empower the students in their educational goals and support the teaching, learning, and research of the faculty, students, and staff. They feel they do this by maintaining a collegial environment where people can grow individually and work well as a team.
- Research:
 - Departments advance and contribute to research in many fields. Research in engineering, computers, business, health care, and biochemistry were specifically mentioned, as well as research local, regional, national, and international levels.
- Education:
 - A key departmental purpose is to educate students, both undergraduate and graduate. Employees want to feel that students are able to get all that they can from their education at Dartmouth.

Department's Primary Purposes (continued)

How would you describe your department's primary purposes?

(Open-ended responses were coded into categories)

- Support students:
 - Departments help to bring faculty and students together, advise students in leadership skills, and help students to be academically successful. Departments help Dartmouth create a safe and happy living environment where students can maximize their experience.
- Create a healthy learning environment:
 - Departments contribute to making a caring, safe, secure environment where students can flourish and transition to becoming compassionate and responsible world citizens. From building and grounds, to communication/IT, to medicine, comments were sincere as to efforts made to maintaining a healthy learning environment.

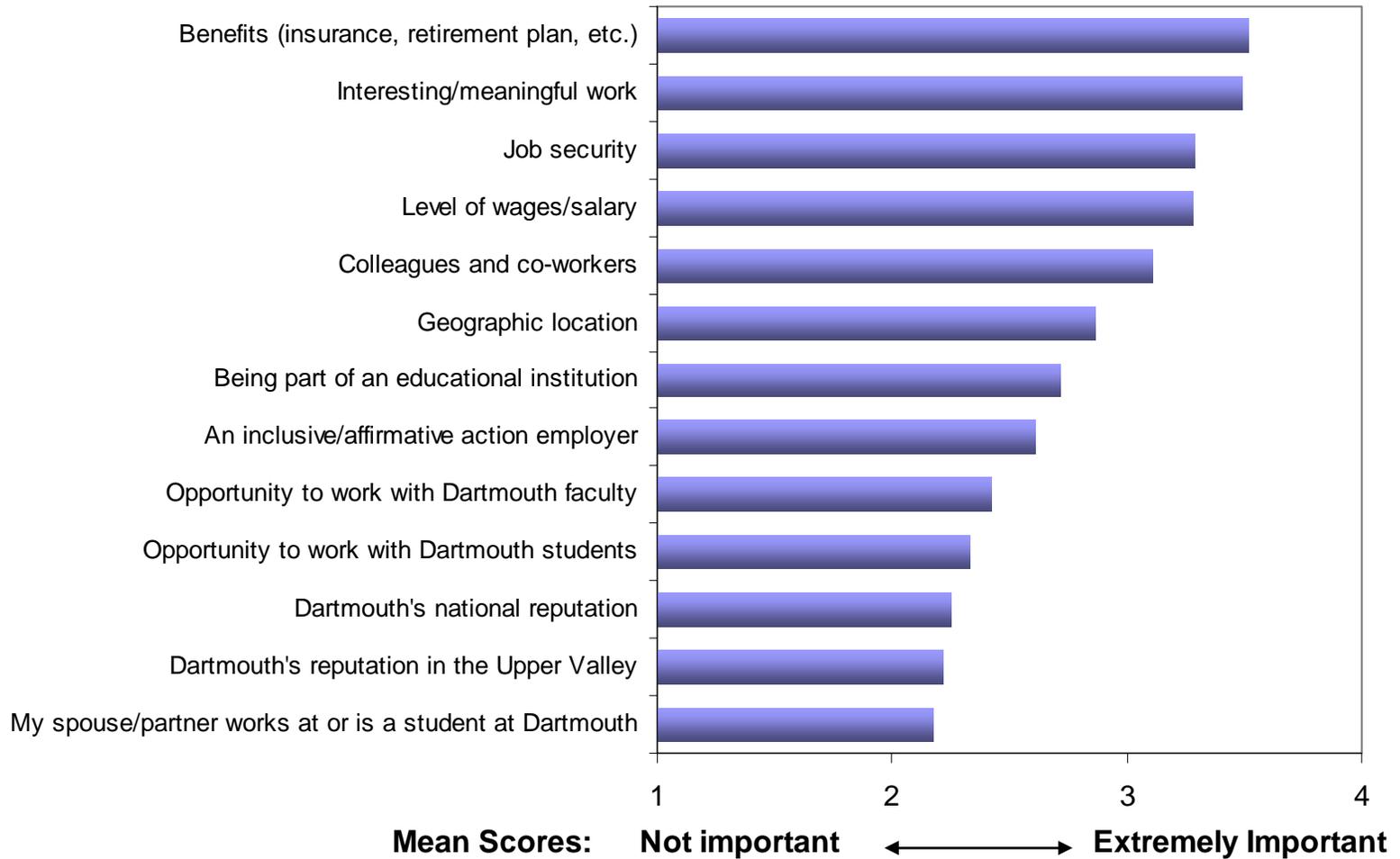
Forming an Understanding of Dartmouth

How important have the following been in forming your understanding of Dartmouth?



Decision to Continue Working at Dartmouth

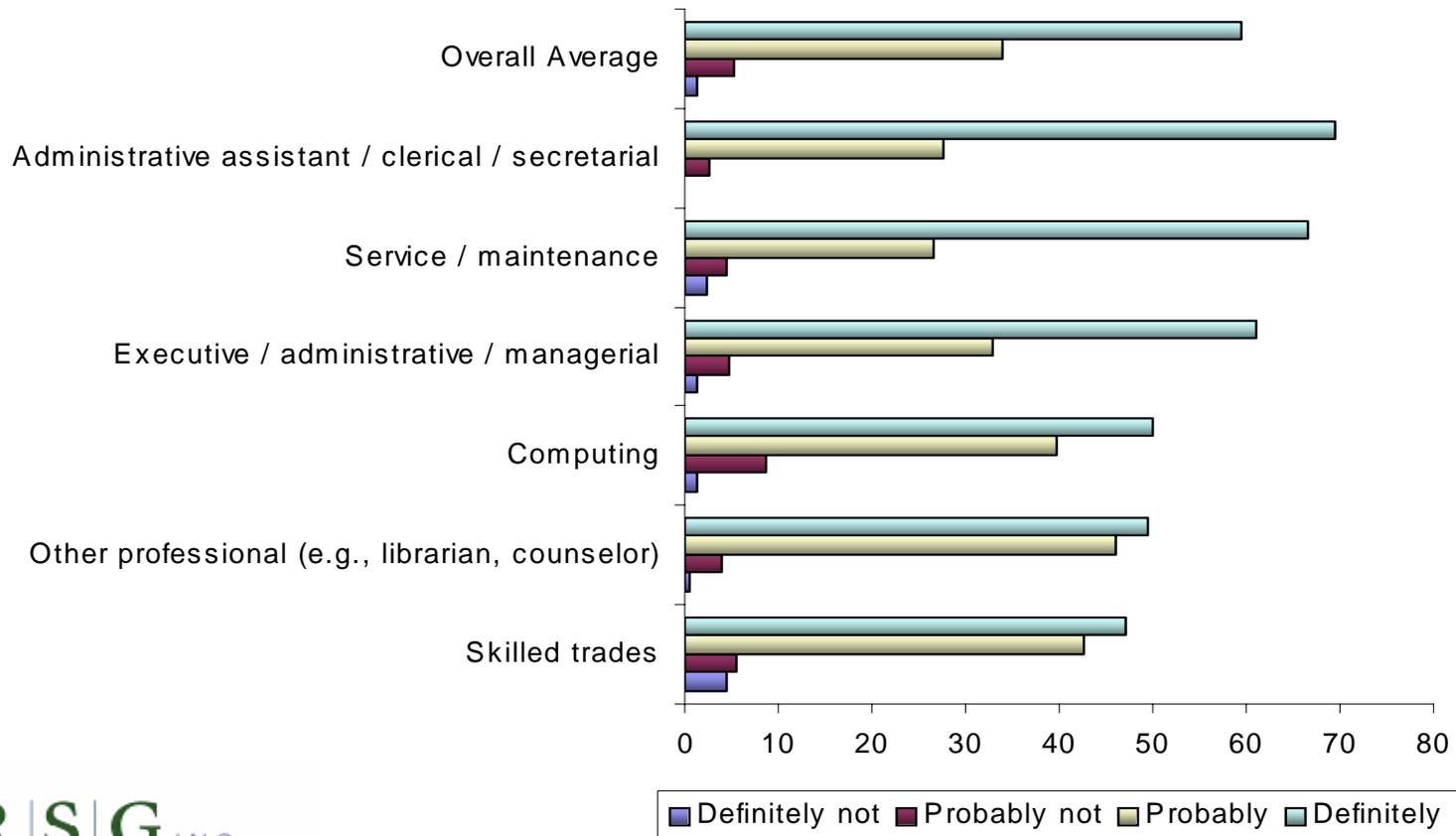
How important are the following in your decision to continue working at Dartmouth?



Recommend Employment?

Would you recommend employment at Dartmouth to a friend?

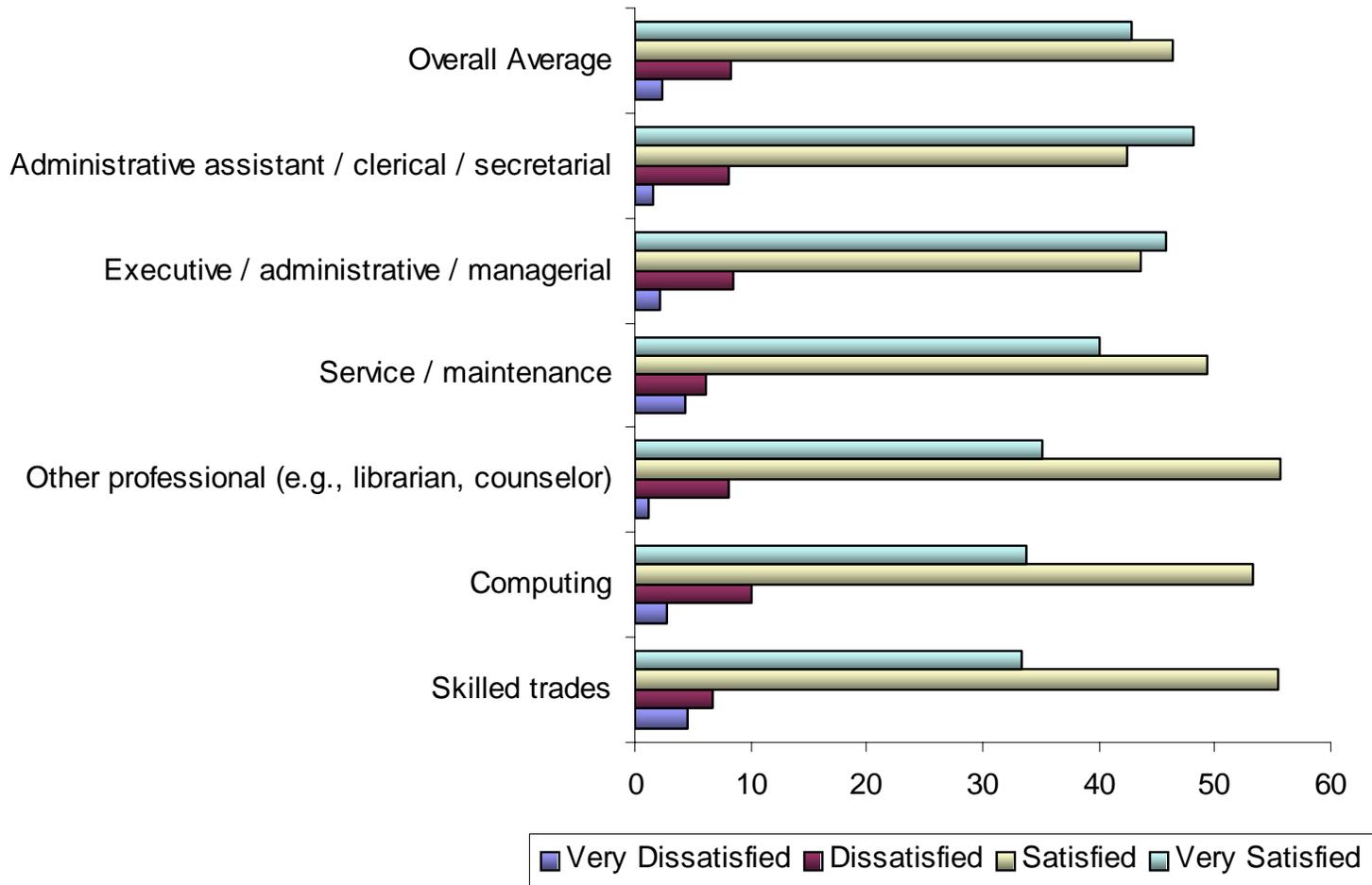
- The majority (93%) would definitely (59%) or probably (34%) recommend employment to a friend
- Female and bi-weekly employees are more likely than male and monthly employees to recommend employment to a friend



Overall Satisfaction with Job

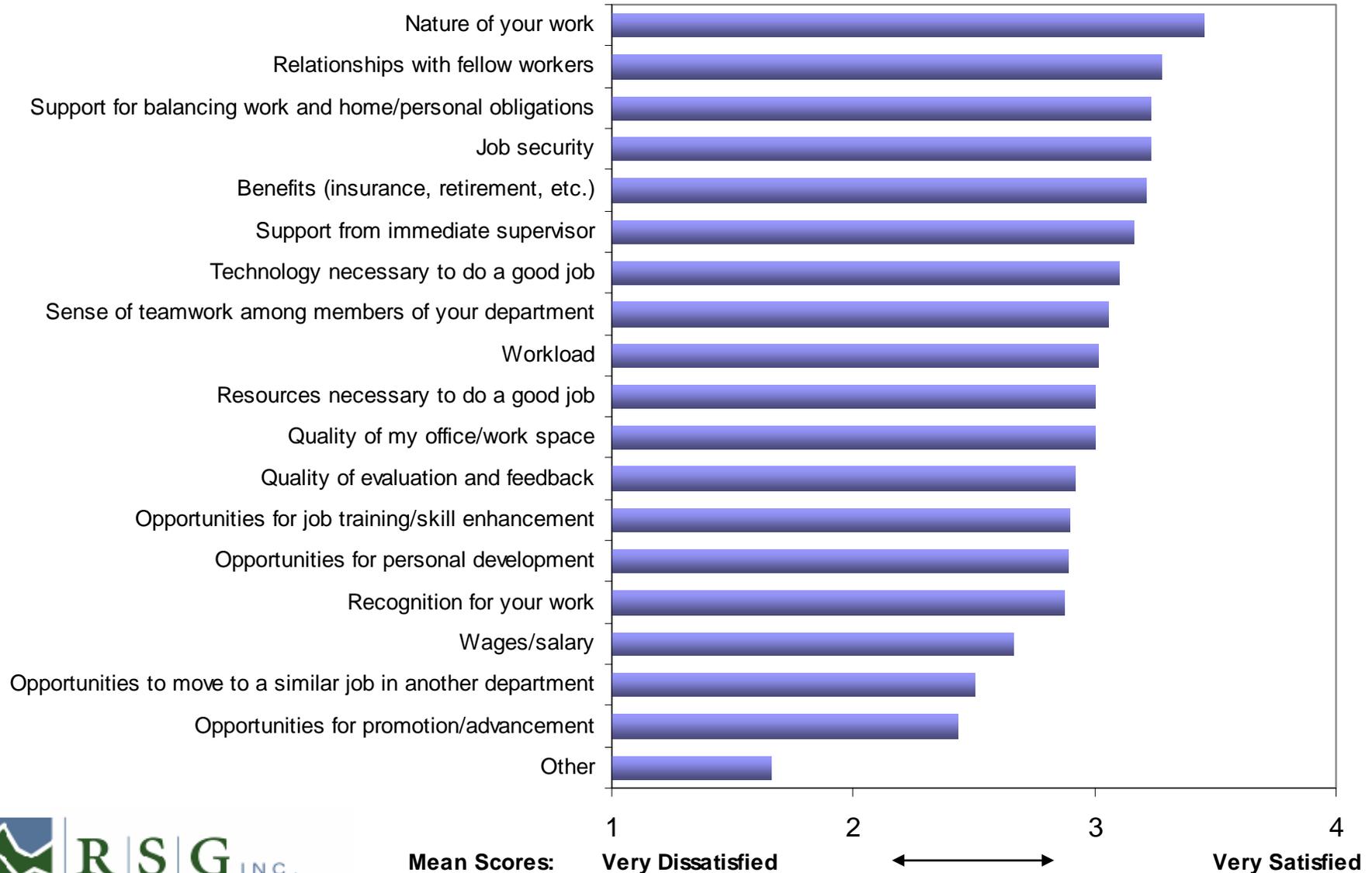
Overall, how satisfied are you with your current job?

- Most (89%) are very satisfied (42%) or satisfied (46%)



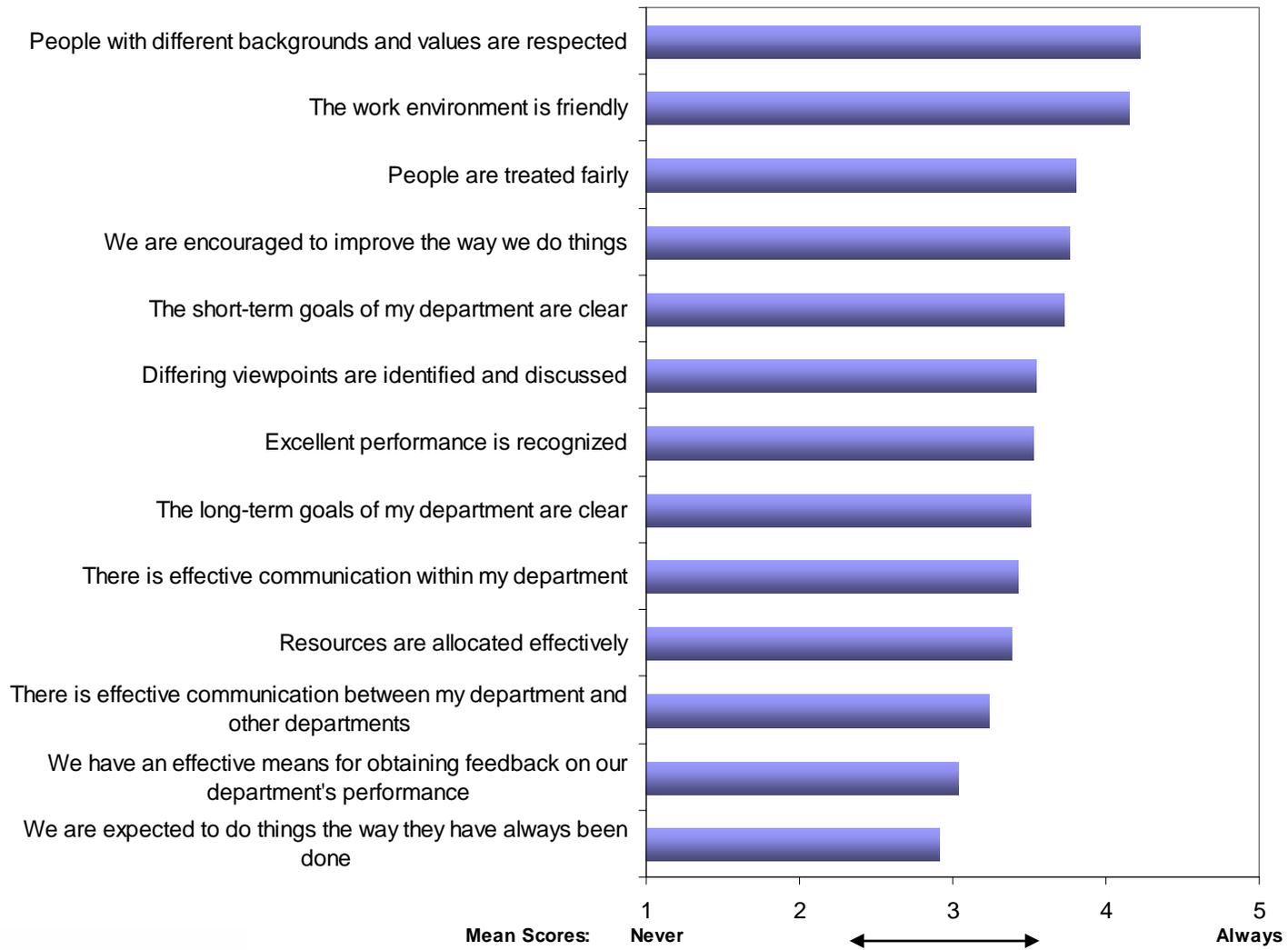
Satisfaction with Specific Aspects of Job

In general, how satisfied are you with the following aspects of your current job?



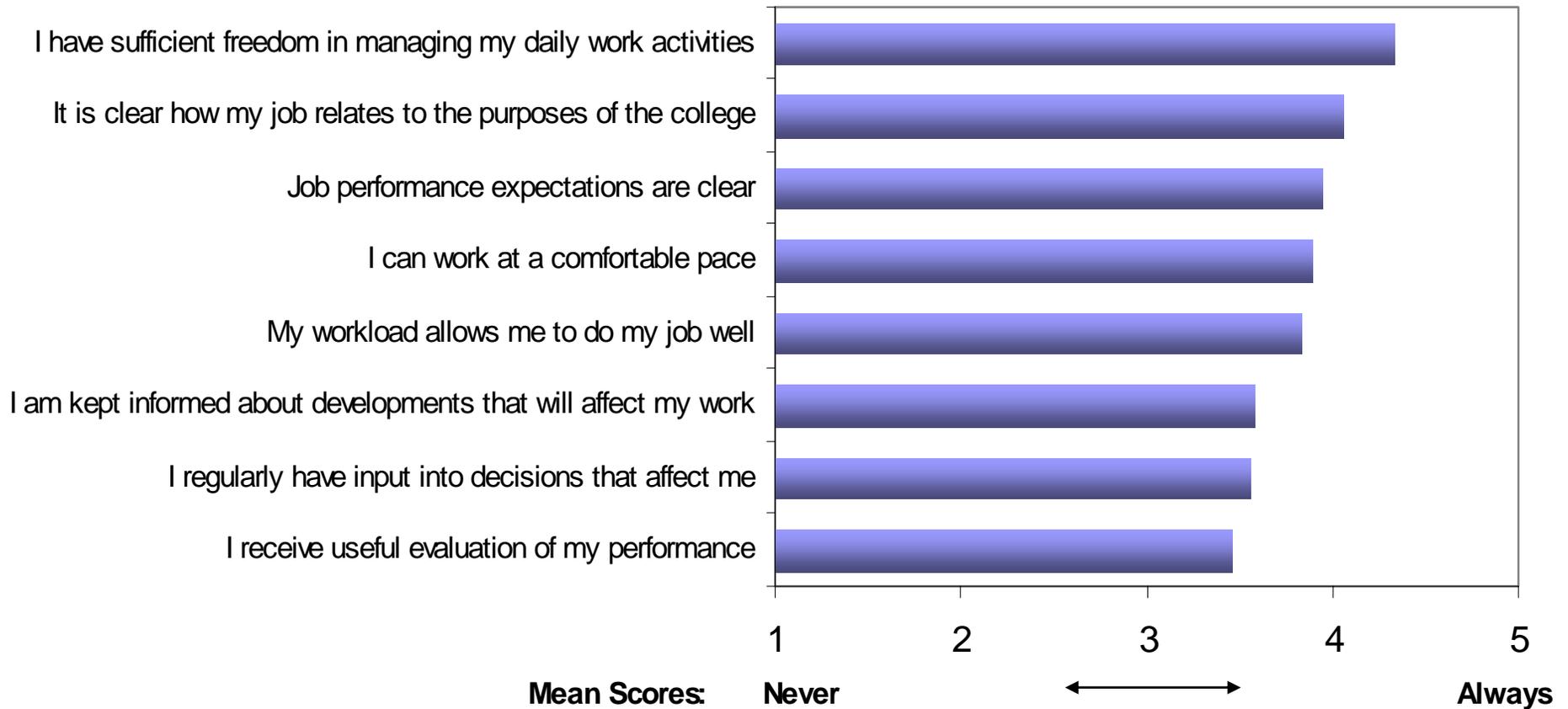
Department Climate

How often are the following true in your department?



Job Rating

How would you rate your current job on the following?



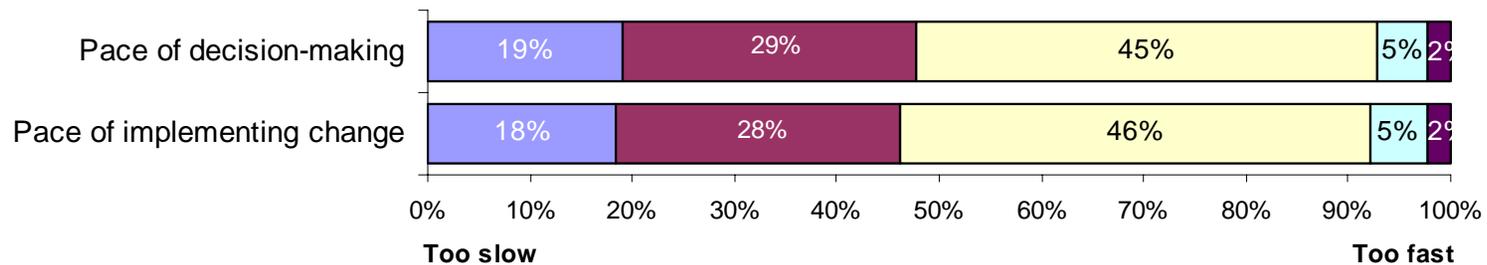
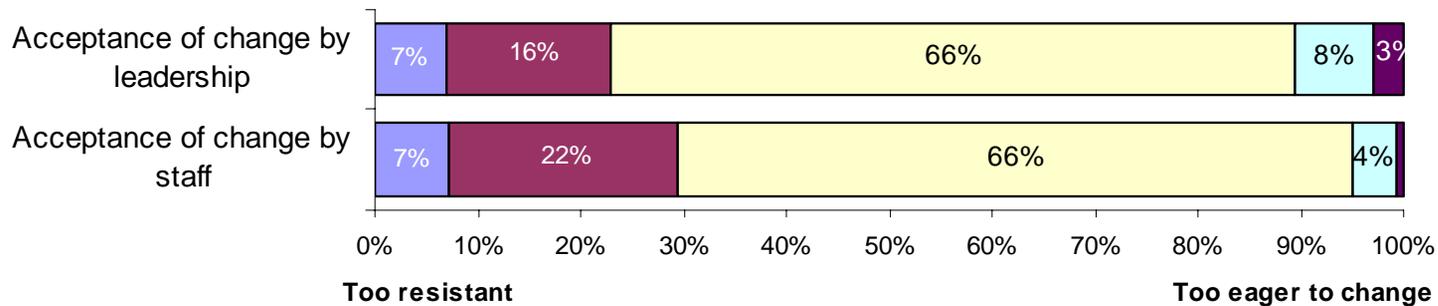
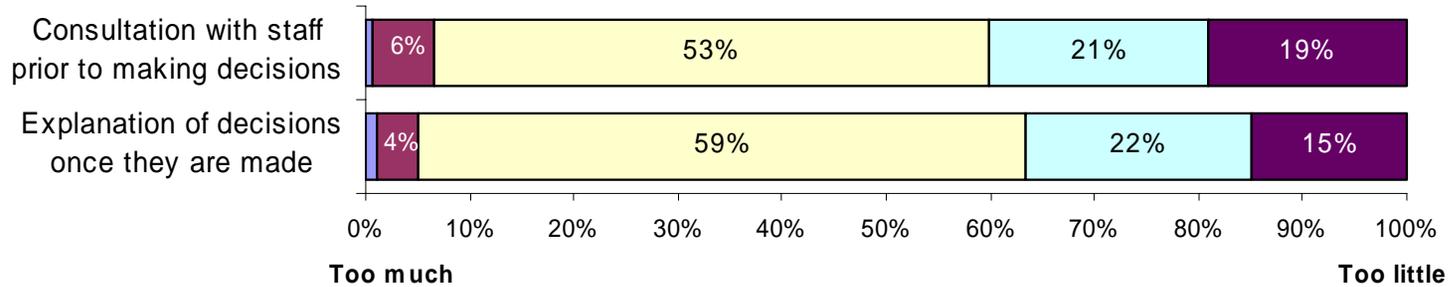
Supervisor Rating

How would you rate your immediate supervisor on the following?



Decision-making and Change

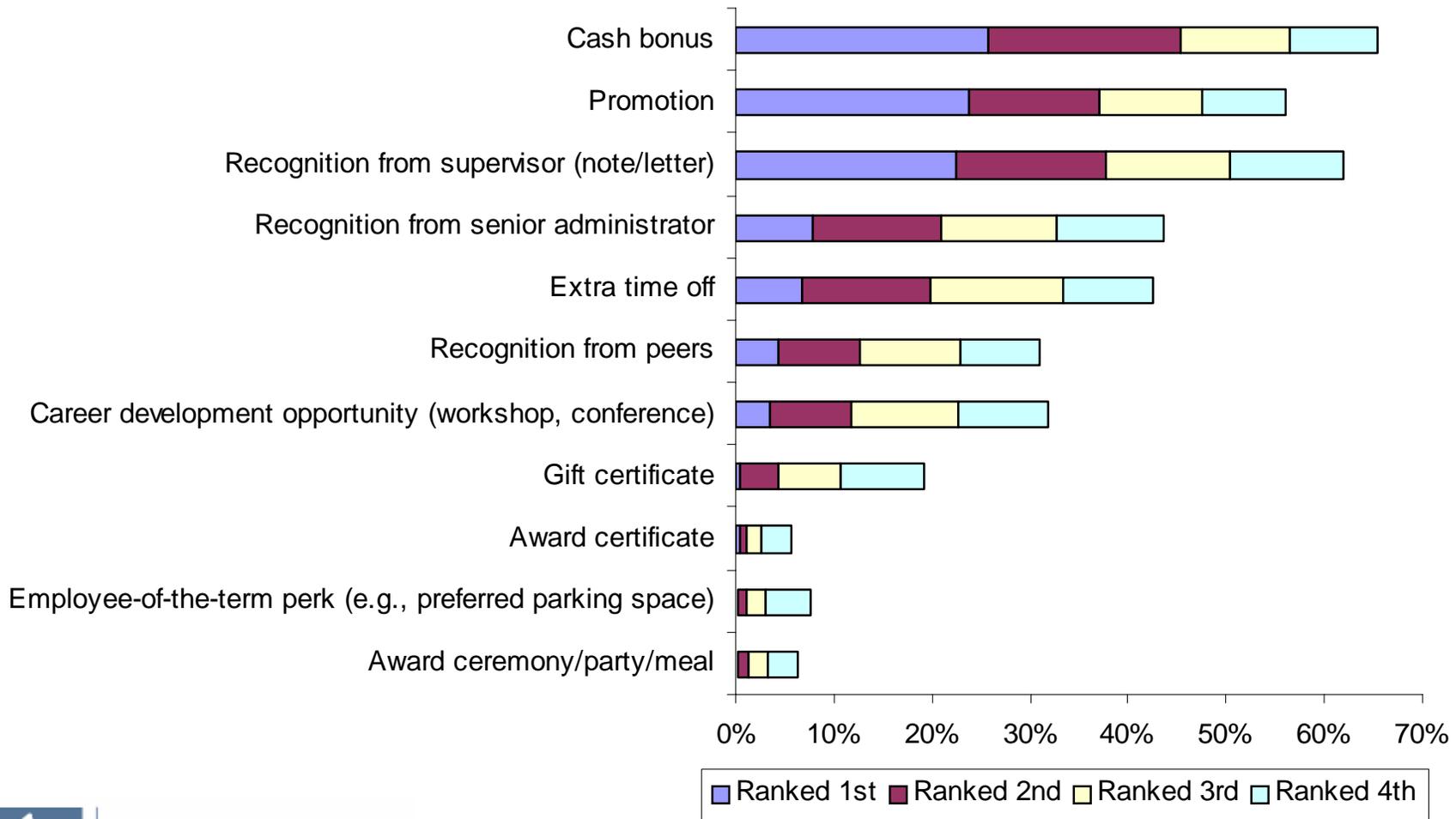
How would you describe decision-making and change in your department?



Recognition for Exceptional Work

How attractive to you are the following types of recognition for exceptional work?

- Cash bonus and Promotion were the top choices across all departmental areas, length of service, gender and ethnicity



Open-ended Comments

Please add any suggestions you have for making Dartmouth the best possible place to work.

(Open-ended responses were coded into major themes)

- **Appreciation**
 - Many employees stated that they appreciate the chance to voice their views through this survey
 - There is strong support for and appreciation of the Winter Break
 - There are many satisfied and happy employees
- **Compensation**
 - Salaries are not increasing commensurate with the cost of living in the Upper Valley
 - There is a sense of inequity in that it's very hard for staff to get promotions and raises. This results in "embedded mediocrity"; there is no incentive to strive for exceptional performance
- **Parking**
 - The lack of sufficient on-campus parking is a major detractor for many employees. Despite paying for parking permits, many employees are not able to find parking places. Employees avoid leaving campus during the day for fear of losing their parking spot. The administration's actions regarding parking issues are perceived to reflect how the college values the employees.



Open-ended Comments (cont'd.)

Please add any suggestions you have for making Dartmouth the best possible place to work.

(Open-ended responses were coded into major themes)

■ Human Resources Issues

- Employees are frustrated with and demoralized by poor performers in their departments; they would like to see poor performers let go in a more timely manner.
- Employees are dissatisfied with perceived bureaucracy and the slow pace of hiring and promotion decisions.
- Provide more opportunities for promotion from within the current pool of employees instead of hiring people from outside the College.

■ Leadership

- Employees desire increased upward and downward feedback at an individual level

■ Communication

- Improve communication from leadership and decrease "siloeing." Hone and follow a clear college mission, even if it can't please everyone all the time.

■ Employee Recognition

- Increase and adapt access to Dartmouth's resources during and outside of work hours. Primarily improve educational opportunities and professional development, but also access to the gym, the Hop, and FLIP classes.



Appendix: Survey Description

- Questionnaire provided by Dartmouth
 - 2 open-ended questions, 92 rating questions, 9 classification/demographic questions, 1 open-ended comment box
- All regular administrative and staff employees were invited
- Survey open from 3/24/06 through 4/6/06
 - 9 business days
- Average Duration: 16 min. (outliers removed)
- Answers were not required
- Employees could restart the survey and begin again or continue where they left off
- Incentive: Drawing for five \$100 certificates
 - Certificates can be used for Dartmouth athletic events, Hopkins Center events or Dartmouth Dining Services

Appendix: Survey Administration

- E-mail Schedule:
 - Letter from President Wright encouraging participation: 3/20/06
 - First invitation: 3/24/06
 - First reminder: 3/29/06
 - Second reminder: 4/3/06
 - Survey closed: 4/5/06 at midnight
- Employees without regular computer access could attend scheduled sessions monitored by HR staff

