

EARMA ANNUAL CONFERENCE NEW HORIZONS IN RESEARCH MANAGEMENT



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Engagement, Inclusion, and Diversity: Recruiting and Retaining Research Managers and Administrators



Engagement, Inclusion, and Diversity

Recruiting and Retaining Research
Managers and Administrators
EARMA2016

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Get the right people on the bus



Tom Calley, from Board to Board

3

Finding the right person



Involve your staff in the process



Interviewing – different approaches



Taking references



When in doubt....



...keep looking

Probation period?



When you have found "the one"



Engagement


What is this place and



where do I fit in?



Meet Bob!



Please sign up by June 15 for the time you would like to meet with Bob.

Thank you!

Monday, June 20	Tuesday, June 21	Wednesday, June 22
10:00 am _____	10:00 am _____	10:00 am _____
11:00 am <i>Emily Pansu</i>	11:00 am <i>Rita Barber</i>	11:00 am <i>Jessie H. King</i>
1:00 pm _____	1:00 pm _____	1:00 pm _____
2:00 pm _____	2:00 pm <i>Stephanie H. King</i>	2:00 pm <i>Don S. King</i>
3:00 pm _____	3:00 pm _____	3:00 pm _____

Know your Audience

**TEAM
AWESOME**

And know how each team member
prefers to hear your message



Other ways to show appreciation

- E-notice to the full team identifying what was done.
- Small gift certificates (Starbucks)
- Take them out for coffee; ice cream; lunch
- Find out if they have a favorite snack and bring them a gift of it
- What do you do?



Inclusion

Your ideas are important



We value your contributions!

- Let someone else lead the meeting and show their leadership skills
- Mentee as Mentor
- Small group team leaders
 - Acknowledge the team and their accomplishments

Diversity



Brings a richness to your office

- Generational
- Cultural
- Geographical
- Temperament
- Skills



Why hasn't anyone thought of something new?



Diversity unlocks innovation



Using Data to Measure E.I.D.

Why a Survey?

- Broad Spectrum of Voices
- Ask Appropriate and Actionable Questions
- Measurable Responses
- Anonymity
- Comparable Results
 - Between Demographic Breakdowns within the Office
 - Between Units in the Office
 - Between Units across the University



Survey

- Forty-five Questions
 - Divided into Seven Focus Areas
- Multiple Choice with Five Possible Answers
 - Ranging from Strongly Agree to Strongly Disagree
- Open-Ended Comment Field for Each Question
- Survey Conducted by University Survey Center
 - Sent to All Employees in the Unit
 - Electronic and Paper Copies

Survey Focus Areas

- 1.Environment of Work Unit (Diversity, Welcoming)
2. Relationship with Co-workers
- 3.Tools and Opportunities (Communication, Professional Development, Recognition, Translated Materials)
4. Work Unit (Mission, Quality, Meaningful work)
- 5.Supervisors in Work Unit (Supervisor, Respect, Tools, Opportunities, Managers, Policies)
6. Overall Satisfaction
7. Other

Survey Results

- Results provided to Management
 - Broken out by each Question
 - Demographic Breakdown
 - Sections Within Unit
 - Comparison with All Units (Summarized) in Division
- Management Shares Results with All Staff Members
 - What about Comments?

Using the Survey Results

- Solutions Are Not “Top-Down” Driven
- Employee-led Work Groups
 - Representation from Each Section in the Unit
 - Evaluate the Results
 - Gather More Information
 - Recommend and Implement E.I.D. Initiatives
- Survey Center and Campus HR Staff Assistance

Moving from Data to Actions

Meaningful Recognition
(Survey Sections 2, 3, 5, & 6)

- Small recognition is important, doesn't have to cost a lot
- Recognition needs to be equitable
- Important to know what type of recognition individuals prefer (many like public, but some don't)
- Recognition can mean access to opportunities/training
- Use additional time off as a reward such as an extra four hours of leave

Moving from Data to Actions

Effective Communication
(Survey Sections 1, 2, 3, 4, 5, 6)

- Transparency
- Supervisory communication
- Equal access to information (not everyone has access to email)
- Tailoring communication to employee or group
- Communication of expectations up front
- Multiple languages can be a barrier to effective communication

Moving from Data to Action

Professional Growth and Development
(Survey Sections 1, 3, 5, 6)

- Access to Cultural Linguist Services (all employees)
- Career development
 - Possible career development progression noted in position description
 - Career lattice plans
 - Tiered progression
- Mentoring
 - Create a program for long-term employees
- Career growth not confined to within Division or Department
- Tuition, discounted tuition or reimbursement for UW classes

Moving from Data to Action

Recruitment and Retention
(Survey Sections: 1, 2, 3, 4, 5, 6)

- Hiring process is too long
- Selection panels are not diverse
- Retention happens with good supervisor relationship
- Difficulty of promotional processes
 - having to go through open recruitments
 - competing against outside candidates
- Flexible time within job or hours

Moving from Data to Action

Creating an inclusive and respectful environment
(Survey Sections 1, 2, 4, 5, 6)

- Simple acknowledgement
 - Saying hello, thank you, recognizing job well done
- Grace based environment
 - Treat people the way you want others to treat you
 - Safe place to make mistakes without negatively impacting evaluation
- Disparity in treatment & application of policies
 - Favoritism
 - Bullying
- Environment for learning from one another
- Chance to interact socially inside and/or outside of work environment
- Space for taking breaks instead of having to sit at desk or in lobby to eat
- Understanding cultural diversity (all staff)

Challenges

- Survey Response Levels
- Confidentiality Concerns
- Understanding the Data
 - Refresher Training on Statistics
- Translating the Data to Actionable Items
- Complex Relationship between Engagement, Inclusion, and Diversity
 - Improve, but do not break what's working well

Questions?

Definitions

- Engagement: Employees feel valued by their organization, find pride and personal meaning in their work, and are willing to go "above and beyond" for their employer.
- Inclusion: Employees have a sense of belonging and of being respected for who they are and as a contributing member of the team. Barriers to contribution and negative biases are eliminated, allowing employees to feel respected and give their personal best.
- Diversity: Employees possess the range of human qualities that impact and influence how people are perceived and how they behave, including (but not limited to) age, gender, race, ethnicity, color, physical and mental attributes, sexual orientation, marital status, spirituality, education, values and beliefs. To capitalize on diversity, the work environment must allow the organization to leverage the strengths and talents of all staff.

Engagement, Inclusion and Diversity Survey 2016

ENVIRONMENT OF WORK UNIT
How strongly do you disagree or agree with each
of the following
statements about the
environment in your
work unit?

	Favorable
Q1a. A spirit of cooperation and teamwork exists in my work unit.	Neutral
	Unfavorable
Q1b. The environment in my work unit is welcoming to employees of color.	Favorable
	Neutral
	Unfavorable
Q1c. My work unit is welcoming to all people regardless of gender.	Favorable
	Neutral
	Unfavorable
Q1d. My work unit is welcoming to all people regardless of sexual orientation.	Favorable
	Neutral
	Unfavorable
Q1e. My work unit feels comfortable to me.	Favorable
	Neutral
	Unfavorable
Q1f. My opinion counts at work.	Favorable
	Neutral
	Unfavorable
Q1g. In the past six months, I have NOT seen disturbing conflicts in my work unit.	Favorable
	Neutral
	Unfavorable
Q1h. I am comfortable providing feedback to my work unit on work issues.	Favorable
	Neutral
	Unfavorable
Q1i. I am asked for input on work-related matters.	Favorable
	Neutral
	Unfavorable

Q1j. My work unit feels safe to me.	Favorable
	Neutral
	Unfavorable
Q1k. If I have a conflict with another employee, I know where to go to effectively resolve the issue.	Favorable
	Neutral
	Unfavorable
Q1l. I am treated with respect at work.	Favorable
	Neutral
	Unfavorable
ENVIRONMENT OF WORK UNIT - Total	Favorable
	Neutral
	Unfavorable

RELATIONSHIP WITH CO-WORKERS	
How strongly do you disagree or agree with each of the following statements about your relationship with your co-workers?	
Q2a. I receive support and encouragement from others in my work unit.	Favorable
	Neutral
	Unfavorable
Q2b. In my unit, co-workers value and respect each other.	Favorable
	Neutral
	Unfavorable
Q2c. In my work unit, my co-workers are open and welcoming to others who are different from them.	Favorable
	Neutral
	Unfavorable
Q2d. I am satisfied with the relationships I have developed with my co-workers.	Favorable
	Neutral
	Unfavorable
RELATIONSHIP WITH CO-WORKERS - Total	Favorable
	Neutral
	Unfavorable

TOOLS AND OPPORTUNITIES

How strongly do you disagree or agree with each of the following statements?

Q3a. I have the resources to do my job well.

Favorable
Neutral
Unfavorable

Q3b. I know what is expected of me on the job.

Favorable
Neutral
Unfavorable

Q3c. My job makes good use of my skills and abilities.

Favorable
Neutral
Unfavorable

Q3d. I have sufficient opportunities (such as challenging work assignments or projects) to earn a high performance rating.

Favorable
Neutral
Unfavorable

Q3e. Recognition is based on performance in my work unit.

Favorable
Neutral
Unfavorable

Q3f. I am satisfied with the recognition I receive for my work.

Favorable
Neutral
Unfavorable

Q3g. I am satisfied with my pay/compensation.

Favorable
Neutral
Unfavorable

Q3h. Important campus information is circulated to all members of my work unit.

Favorable
Neutral
Unfavorable

Q3i. I am given real opportunity to improve my skills in my work unit.

Favorable
Neutral
Unfavorable

	Favorable
Q3j. It is clear to me what I need to learn to be adequately prepared for promotional opportunities.	Neutral
	Unfavorable
	Favorable
TOOLS AND OPPORTUNITIES - Total	Neutral
	Unfavorable

WORKUNIT

How strongly do you disagree or agree with each of the following statements about your work unit?

	Favorable
Q4a. My work unit is successful at accomplishing its mission.	Neutral
	Unfavorable

	Favorable
Q4b. My work unit produces high-quality products and services.	Neutral
	Unfavorable

	Favorable
Q4c. The work I do is meaningful to me.	Neutral
	Unfavorable

	Favorable
Q4d. I would recommend my unit as a good place to work.	Neutral
	Unfavorable

	Favorable
WORK UNIT -Total	Neutral
	Unfavorable

SUPERVISORS IN WORK UNIT

How strongly do you disagree or agree with each of the following statements about supervisors in your work unit?

	Favorable
Q5a. My immediate supervisor responds effectively to conflicts in my work unit.	Neutral
	Unfavorable

Q5b. My immediate supervisor provides me with useful feedback on my job performance.	Favorable
	Neutral
	Unfavorable
Q5c. My immediate supervisor is an effective manager.	Favorable
	Neutral
	Unfavorable
Q5d. I receive support and encouragement from my immediate supervisor.	Favorable
	Neutral
	Unfavorable
Q5e. My immediate supervisor respects me and values my work.	Favorable
	Neutral
	Unfavorable
Q5f. Overall, I am satisfied with my immediate supervisor.	Favorable
	Neutral
	Unfavorable
Q5g. Overall, I am satisfied with the managers/leaders above my supervisor.	Favorable
	Neutral
	Unfavorable
Q5h. My immediate supervisor is open and welcoming to others who are different from him/her.	Favorable
	Neutral
	Unfavorable
Q5i. Policies are applied fairly in my unit.	Favorable
	Neutral
	Unfavorable
Q5j. Work is distributed equitably in my unit.	Favorable
	Neutral
	Unfavorable
SUPERVISORS IN WORK UNIT - Total	Favorable
	Neutral
	Unfavorable

OVERALL SATISFACTION	
How strongly do you disagree or agree with each of the following statements about your overall satisfaction with your job and work unit?	
	Favorable
Q6a. Considering everything, I am satisfied with my job	Neutral
	Unfavorable
	Favorable
Q6b. Considering everything, I am satisfied with my work unit.	Neutral
	Unfavorable
	Favorable
OVERALL SATISFACTION - Total	Neutral
	Unfavorable

Other questions	
Q7. Are you considering leaving your division within the next year?	Yes
	No
Q8. What are you plans if you decide to leave your division?	To retire
	To take another job at UW-Madison
	To take another job outside UW-Madison
	Other plans
Q9. Which factor most greatly affects your satisfaction with your work experience?	Pay/Benefits
	Work environment
	Immediate supervisor
	Work variety
	Training opportunities
	Advancement opportunities
	Experience working at UW-Madison
	Other

Composite Scales and Respect Related Questions
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	Somewhat Engaged
	Not Engaged
	Engagement Mean (16-80 point scale)
	Engagement Average Score (1-5 point scale)
Diversity and Inclusion	
	High
	Medium
	Low
	D&I Mean (15-75 point scale)
	D&I Average Score (1-5 point scale)
Best places to work components	
	Q6a
	Q4d
	Q6b
	BP2WScore
Respect-related questions	
I am treated with repect at work.	
	Favorable
	Neutral
	Unfavorable
In my unit, co-workers value and respect each other.	
	Favorable
	Neutral
	Unfavorable
My supervisor respects me and values my work.	
	Favorable
	Neutral
	Unfavorable