BUSINESS INSIGHT REPORT

Baldwin Wallace University
275 Eastland Road, Berea, OH 44017

Workplace Dynamics

KEY FACTS

Survey Conducted: February 21, 2017 to March 7, 2017

Surveys Sent:	**1152**
Responses:	**601**
Response Rate:	**52%** *(benchmark average is 57%)*

Benchmarks:
•**Colleges & Universities - 2017 (29 companies)**
Benchmarks are culled from our database of 6,000 organizations surveyed in the last 12 months nation-wide. Benchmarks represent aspiring top workplaces, NOT industry averages.

Comments & Improvement Ideas: 1000

Comment Rate: 1.7 comments per respondent

1.5 comments per respondent is average. Comments are gathered through a conditional line of questioning.

I love my job because…

"As a part-time employee, I have flexibility in my work schedule, and the job offers me the flexibility to stay in an academic environment." - an employee in Academic Adv/A&C Edu/Lrn Ctr/Career Srvs

"I work with a great group of people, from the director to the students. The Christmas lunch, welcome back lunch, and spring/summer picnic are so unique to this workplace. I can't be more appreciative of those lunches." - an employee in Buildings & Grounds

"I have great coworkers and a great manager." - an employee in Comm Outreach/Explorations/Res Life/Stud Aff/Stud Life/Union/ Union & Conf Srvs/Counceling Srvs/H...

"The Art Department encourages everyone (faculty and students) to work to their best ability. The atmosphere is positive and supportive." - an employee in History/Religion/Philosophy/Art Hisory

Baldwin Wallace University

"The people with whom I come into contact - both students, colleagues and staff. I believe that what I am doing has value." - an employee in Education Department PT

"It is very supportive and friendly environment. Everybody work hard to do our best in our work and we are valued and respected." - an employee in Math & Computer Science

"I am able to work in a positive environment with caring people. I love my position at BW mostly because of the people. I feel challenged in my work, but not overwhelmed." - an employee in OD Ofc/Mail Srvs/Parking Srvs/Printing Srvs/Bookstore/Safety&Security

"It allows me to utilize the variety of skills/education I have. It challenges me to be the best that I can." - an employee in Academic Adv/A&C Edu/Lrn Ctr/Career Srvs

SURVEY THEME AND STATEMENT SUMMARY

OrgHealth™

Below are the workplace statements asked on the survey grouped into four themes. Your highest rated statements in comparison to the "Colleges & Universities - 2017" benchmark are in green, and your lowest are in red.

Alignment

- There is not a lot of negativity at my workplace
- Baldwin Wallace University operates by strong values and ethics
- I believe Baldwin Wallace University is going in the right direction
- There is good inter-departmental cooperation at Baldwin Wallace University

Effectiveness

- New ideas are encouraged at Baldwin Wallace University
- At Baldwin Wallace University, we do things efficiently and well
- Senior managers understand what is really happening at Baldwin Wallace University
- Baldwin Wallace University encourages different points of view

Connection

- Baldwin Wallace University enables me to work at my full potential
- My job makes me feel like I am part of something meaningful
- I feel genuinely appreciated at Baldwin Wallace University
- I feel well-informed about important decisions at Baldwin Wallace University

My Manager

- My manager cares about my concerns
- My manager makes it easier to do my job well
- My manager helps me learn and grow

Strengths & Focus Areas

AI Guided Survey Insights

Strengths

Open-mindedness
•Employees feel encouraged to share different points of view.

Math & Computer Science employees have the highest scores.

Education Department PT employees are a significant positive group.

Enrollment Services employees are a significant positive group.

History/Religion/Philosophy/Art Hisory employees are a significant positive group.

Nursing/ Physican Asst Programs employees are a significant positive group.

Focus Areas

Department Name employees are one of the largest negative groups.

Managers are the largest negative group.

Department Name employees are one of the largest negative groups.

Department Name employees have the second lowest scores.

Senior managers are one of the largest negative groups.

Department Name employees have the lowest scores.

Strengths
AI Guidance based on industry analysis

Open-mindedness
Employees feel encouraged to share different points of view.

Math & Computer Science employees have the highest scores.

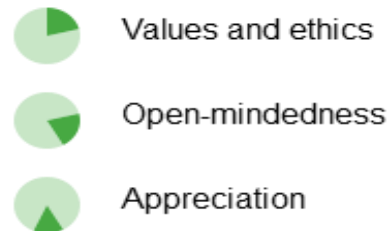### Education Department PT employees are a significant positive group.

Responses were especially outstanding on this statement:

"Baldwin Wallace University encourages different points of view"

The 12 Math & Computer Science responders (75% response rate) account for 2% of all surveys.

The 20 Education Department PT responders (43% response rate) account for 3% of all surveys.

Top celebrations:
- Values and ethics
- Open-mindedness
- Appreciation

Top celebrations:
- Meaningfulness
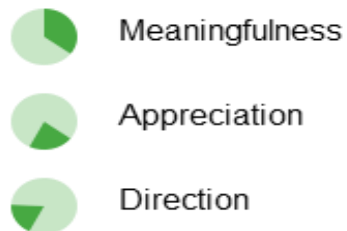- Communication up
- Direction
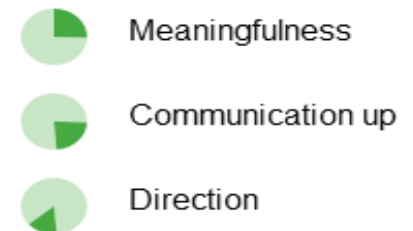
Strengths
AI Guidance based on industry analysis

Enrollment Services employees are a significant positive group.

The 22 Enrollment Services responders (85% response rate) account for 4% of all surveys.
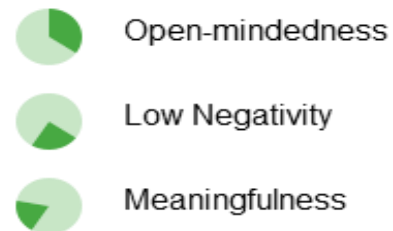
Top celebrations:

- Meaningfulness
- Appreciation
- Direction

History/Religion/Philosophy/ Art Hisory employees are a significant positive group.

The 19 History/Religion/Philosophy/Art Hisory responders (51% response rate) account for 3% of all surveys.

Top celebrations:

- Open-mindedness
- Low Negativity
- Meaningfulness

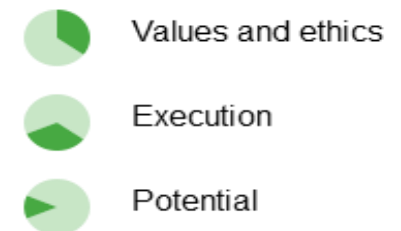## Nursing/ Physican Asst Programs employees are a significant positive group.

The 12 Nursing/ Physican Asst Programs responders (43% response rate) account for 2% of all surveys.
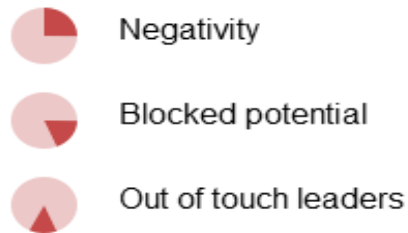
Top celebrations:

- Values and ethics
- Execution
- Potential

Focus Areas
AI Guidance based on industry analysis

Department Name employees are one of the largest negative groups.

The 35 Department Name responders (73% response rate) account for 6% of all surveys.

Top concerns:
- Negativity
- Blocked potential
- Out of touch leaders

Managers are the largest negative group.

The 117 Managers who responded account for 19% of all surveys.

Top concerns:
- Inefficiency
- Limited innovation
- Lack of appreciation

Department Name employees are one of the largest negative groups.

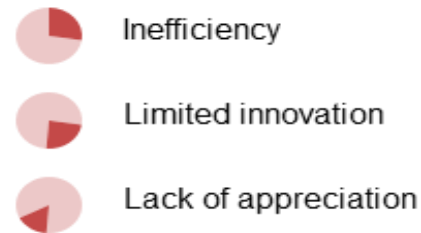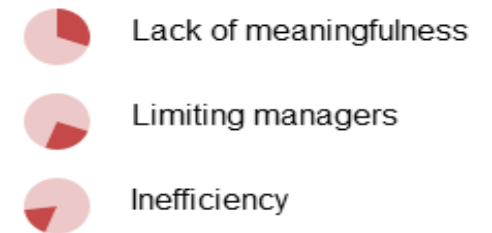The 37 Department Name responders (32% response rate) account for 6% of all surveys.

Top concerns:
- Lack of meaningfulness
- Limiting managers
- Inefficiency

Focus Areas
AI Guidance based on industry analysis

Department Name employees have the second lowest scores.

The 17 Department Name responders (19% response rate) account for 3% of all surveys.

Top concerns:
- Lack of meaningfulness
- Inefficiency
- Negativity

Senior managers are one of the largest negative groups.

The 31 Senior managers who responded account for 5% of all surveys.

Top concerns:
- Out of touch leaders
- Limiting managers
- Impersonal managers

Department Name employees have the lowest scores.

The 7 Department Name responders (44% response rate) account for 1% of all surveys.

Top concerns:
- Lack of appreciation
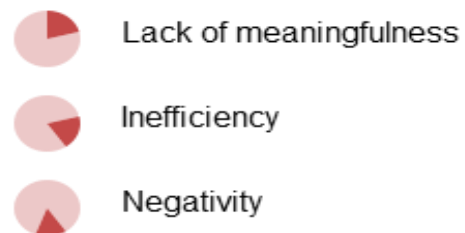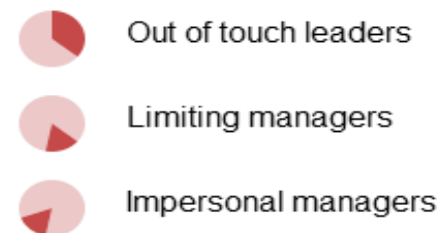- Unhelpful managers
- Lack of meaningfulness
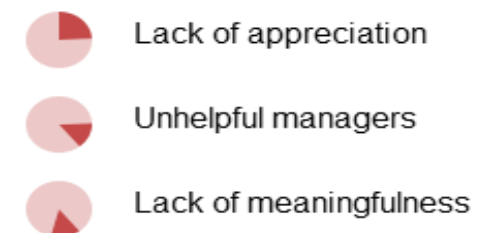
Next Steps

Picking your approach

Discuss the results with the two to five people that most care about your employees and decide who will drive action using best practices and templates from WorkplaceDynamics.

Targeted conversations only - Start targeted conversations with selected, relevant people.

Executive team driven - Executives review the results and choose how to respond.

Downward cascade - Starting at the top, everybody in the organization reviews and acts on results relevant to them and their group.
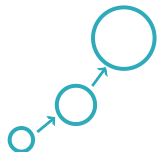
Bubble up - Frontline departments discuss their results immediately after the survey ends. They decide what they can do and what the manager needs to escalate. Each team of managers then repeats this process all the way to the top.

Appendix

Further Details

Org Health

Alignment

Effectiveness

Connection

My Manager

Statement Report

Most improved

Least Improved

Results By Demographic

Job Grades

Tenure

Salary Band

By Department

Top & Bottom Departments

Largest Departments

Responder Counts

Hours	% of Responders	Responders
Full-time	70%	419
Part-time	26%	159
Unspecified	4%	23

Job Grades	% of Responders	Responders
Team member	67%	405
Manager	19%	117
Senior Manager	5%	31
Unspecified	8%	48

Salary Bands	% of Responders	Responders
$50,000 - $100,000	34%	203
Less than $30,000	30%	181
$30,000 - $50,000	28%	167
More than $100,000	4%	24
Unspecified	4%	26

THEMES

The **blue** bars on this chart show **Baldwin Wallace University's** average score on each theme.

The **gray** bars provide the average score on each theme for the **"Colleges & Universities - 2017"** benchmark .
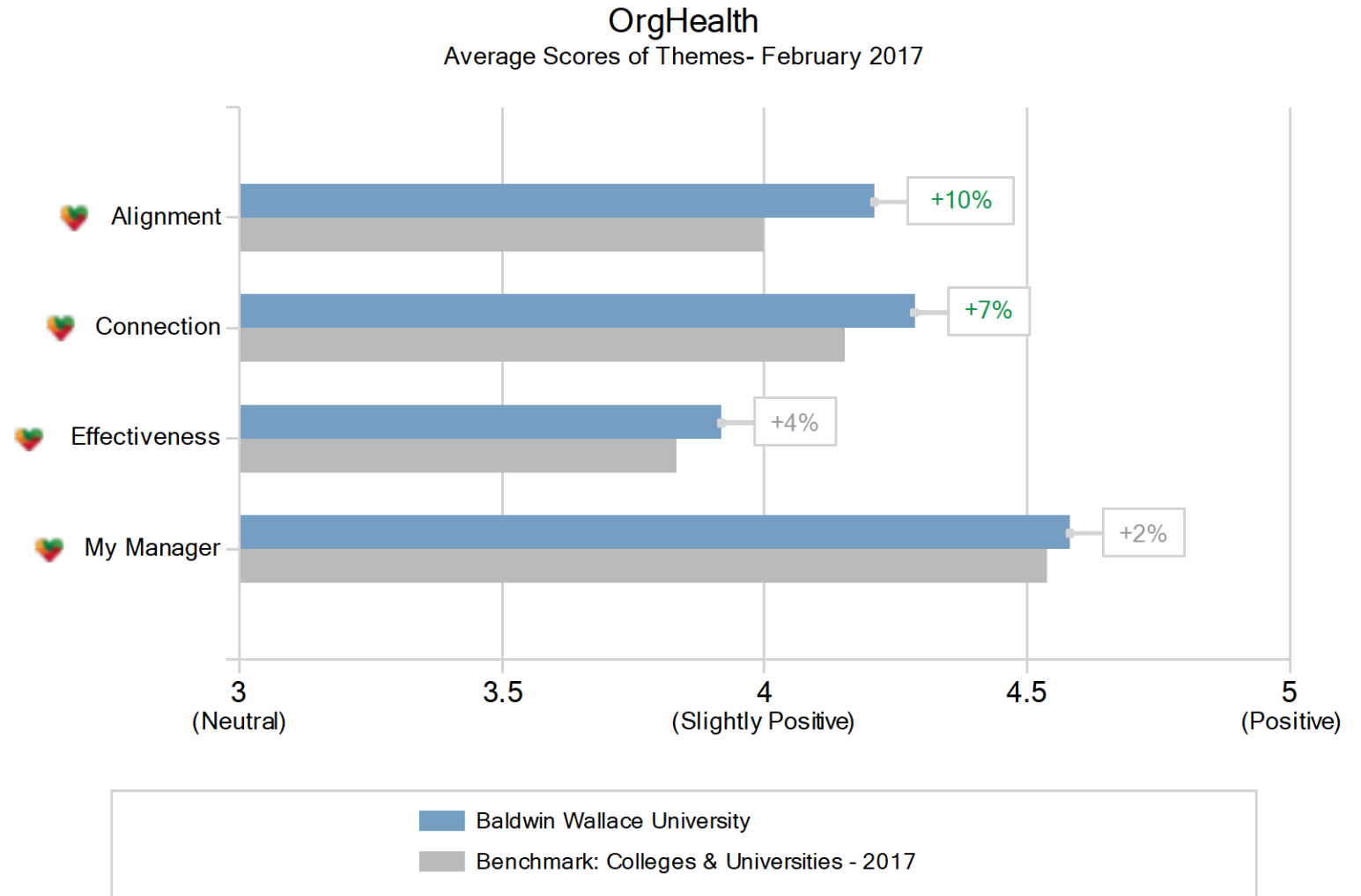
OrgHealth
Average Scores of Themes- February 2017

	Baldwin Wallace University
	Benchmark: Colleges & Universities - 2017

The **blue** bars on this chart show **Baldwin Wallace University's** average score on each statement.

The **gray** bars provide the average score on each statement for the **"Colleges & Universities - 2017"** benchmark .

Alignment
Average Scores of Statements- February 2017

There is not a lot of negativity at my workplace — +14%

Baldwin Wallace University operates by strong values and ethics — +10%

I believe Baldwin Wallace University is going in the right direction — +9%

There is good inter-departmental cooperation at Baldwin Wallace University — +8%

3 (Neutral)   3.5   4 (Slightly Agree)   4.5   5 (Agree)

Baldwin Wallace University
Benchmark: Colleges & Universities - 2017

The **blue** bars on this chart show **Baldwin Wallace University's** average score on each statement.

The **gray** bars provide the average score on each statement for the **"Colleges & Universities - 2017"** benchmark .

Effectiveness
Average Scores of Statements- February 2017

New ideas are encouraged at Baldwin Wallace University — +6%

At Baldwin Wallace University, we do things efficiently and well — +4%

Senior managers understand what is really happening at Baldwin Wallace University — +2%

3 (Neutral)   3.5   4 (Slightly Agree)   4.5   5 (Agree)

Baldwin Wallace University

Benchmark: Colleges & Universities - 2017

The **blue** bars on this chart show **Baldwin Wallace University's** average score on each statement.
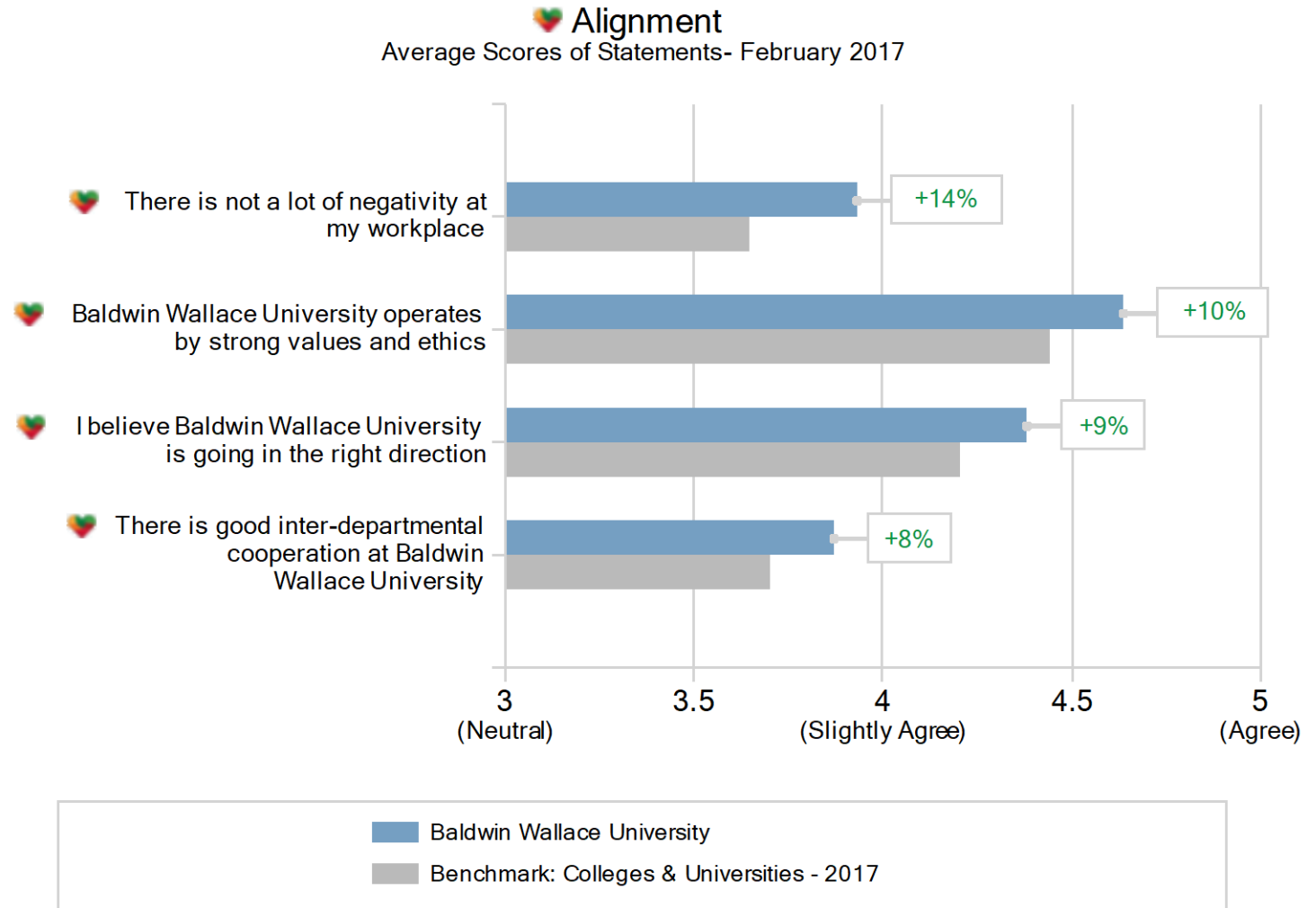
The **gray** bars provide the average score on each statement for the **"Colleges & Universities - 2017"** benchmark .

💚 Connection
Average Scores of Statements- February 2017

Baldwin Wallace University enables me to work at my full potential — +12%

My job makes me feel like I am part of something meaningful — +7%

I feel genuinely appreciated at Baldwin Wallace University — +5%

I feel well-informed about important decisions at Baldwin Wallace University — +4%

3 (Neutral)   3.5   4 (Slightly Agree)   4.5   5 (Agree)

- Baldwin Wallace University
- Benchmark: Colleges & Universities - 2017

The **blue** bars on this chart show **Baldwin Wallace University's** average score on each statement.

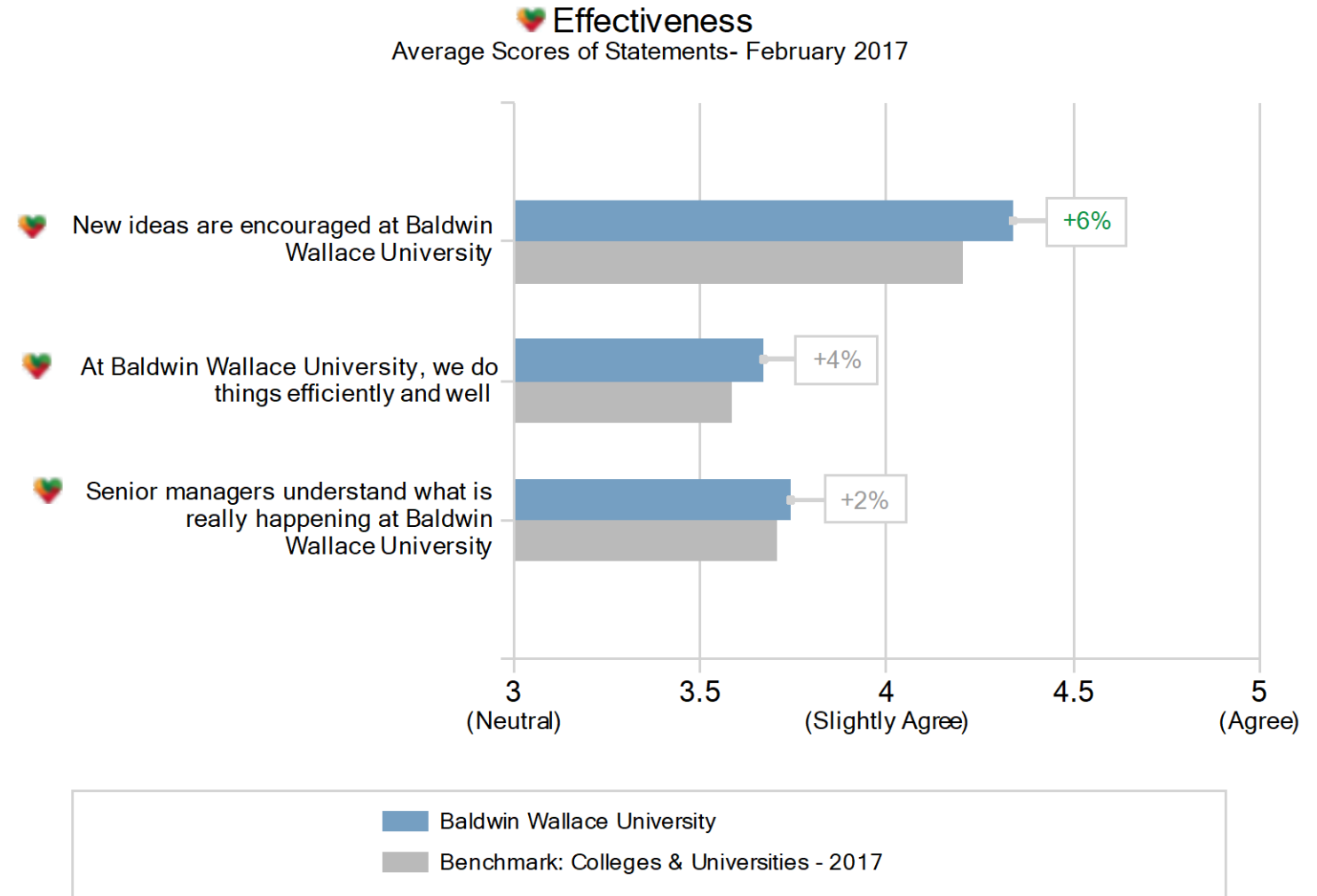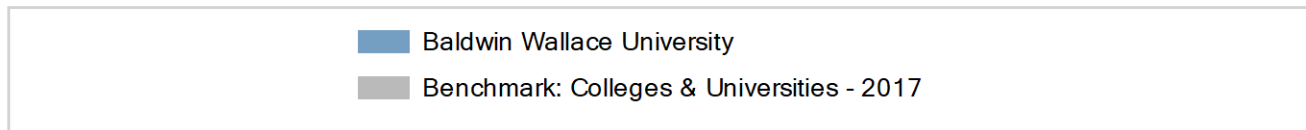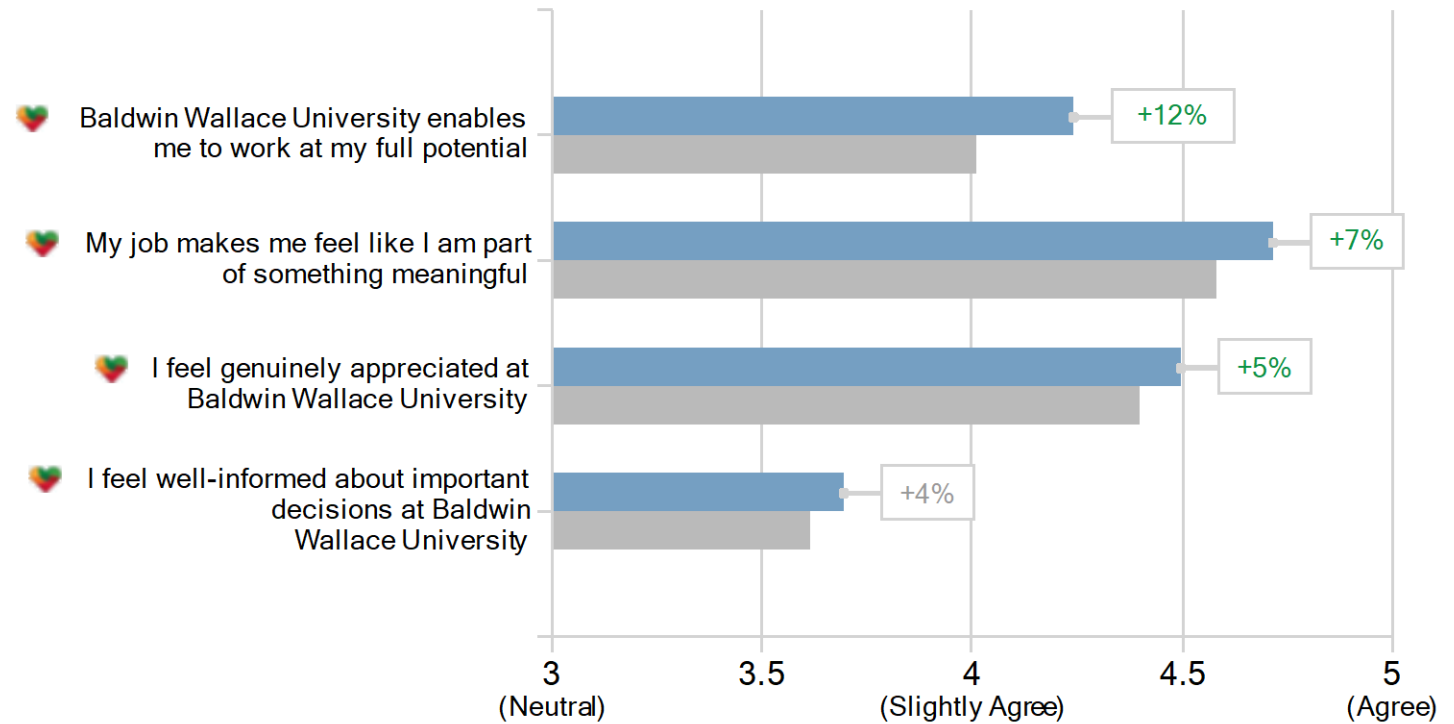The **gray** bars provide the average score on each statement for the **"Colleges & Universities - 2017"** benchmark .

💚 My Manager
Average Scores of Statements- February 2017

💚 My manager cares about my concerns — +4%

💚 My manager makes it easier to do my job well — +3%

💚 My manager helps me learn and grow — -0%

3 (Neutral)	3.5	4 (Slightly Agree)	4.5	5 (Agree)

- ▮ Baldwin Wallace University
- ▮ Benchmark: Colleges & Universities - 2017

RESULTS BY DEMOGRAPHIC

JOB GRADES

This chart shows **Baldwin Wallace University's** score for each Job Grade compared to the **"Colleges & Universities - 2017"** benchmark . Job Grades with fewer than 6 respondents are not shown.

OrgHealth
Average Scores of Job Grades- February 2017

Senior Manager — -6%

Manager — -4%

Team member — +11%

3 (Neutral) 3.5 4 (Slightly Positive) 4.5 5 (Positive)

Baldwin Wallace University

Benchmark: Colleges & Universities - 2017
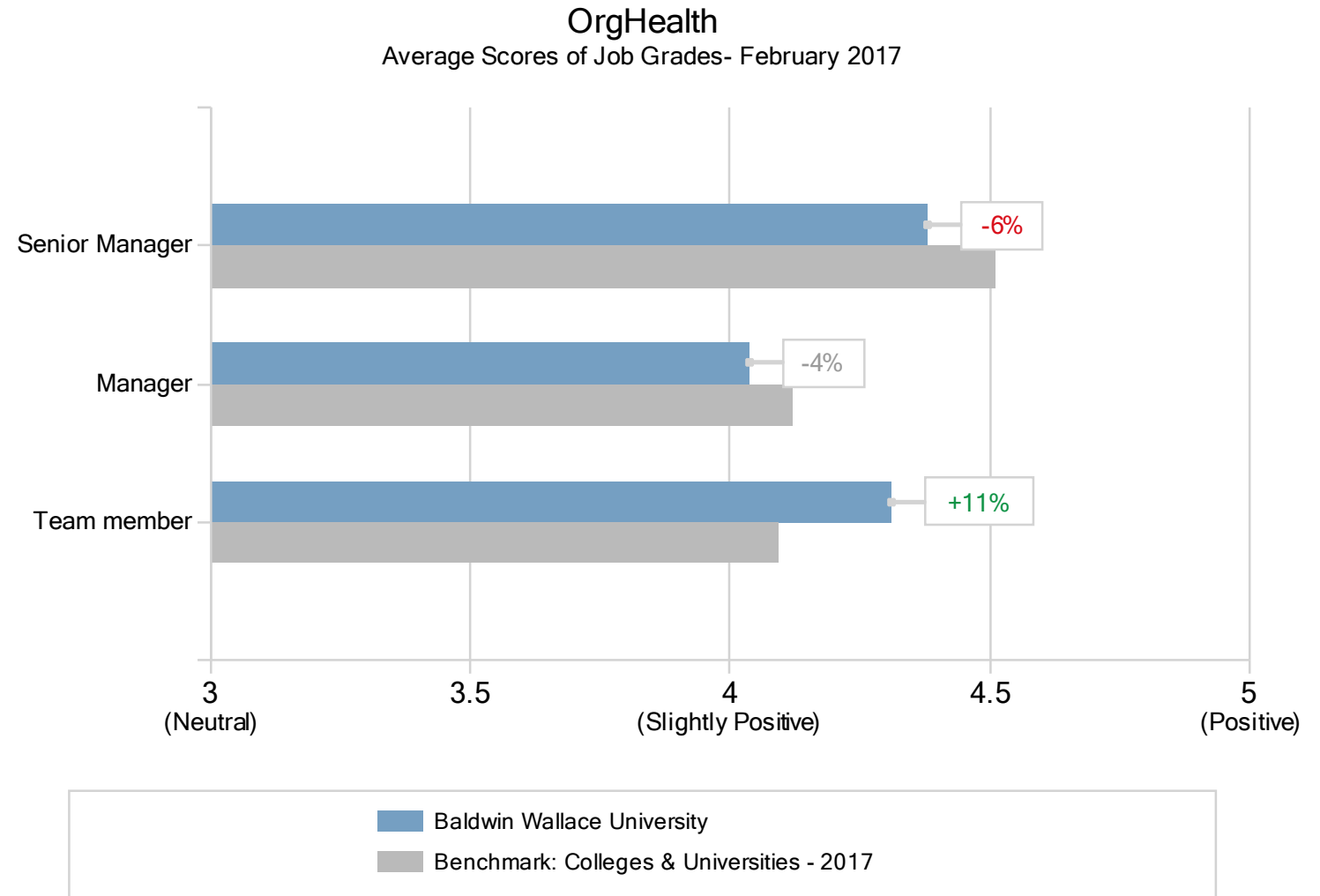
TENURE

This chart shows **Baldwin Wallace University's** score for each Tenure band compared to the **"Colleges & Universities - 2017"** benchmark . Tenure bands with fewer than 6 respondents are not shown.

OrgHealth
Average Scores of Tenures- February 2017

More than 15 years — +4% / +3%
10 to 15 years — +7%
5 to 10 years — +14%
3 to 5 years — +22%
1 to 3 years — +10%
6 to 12 months — +14%
Less than 6 months

3 (Neutral)   3.5   4 (Slightly Positive)   4.5   5 (Positive)

■ Baldwin Wallace University
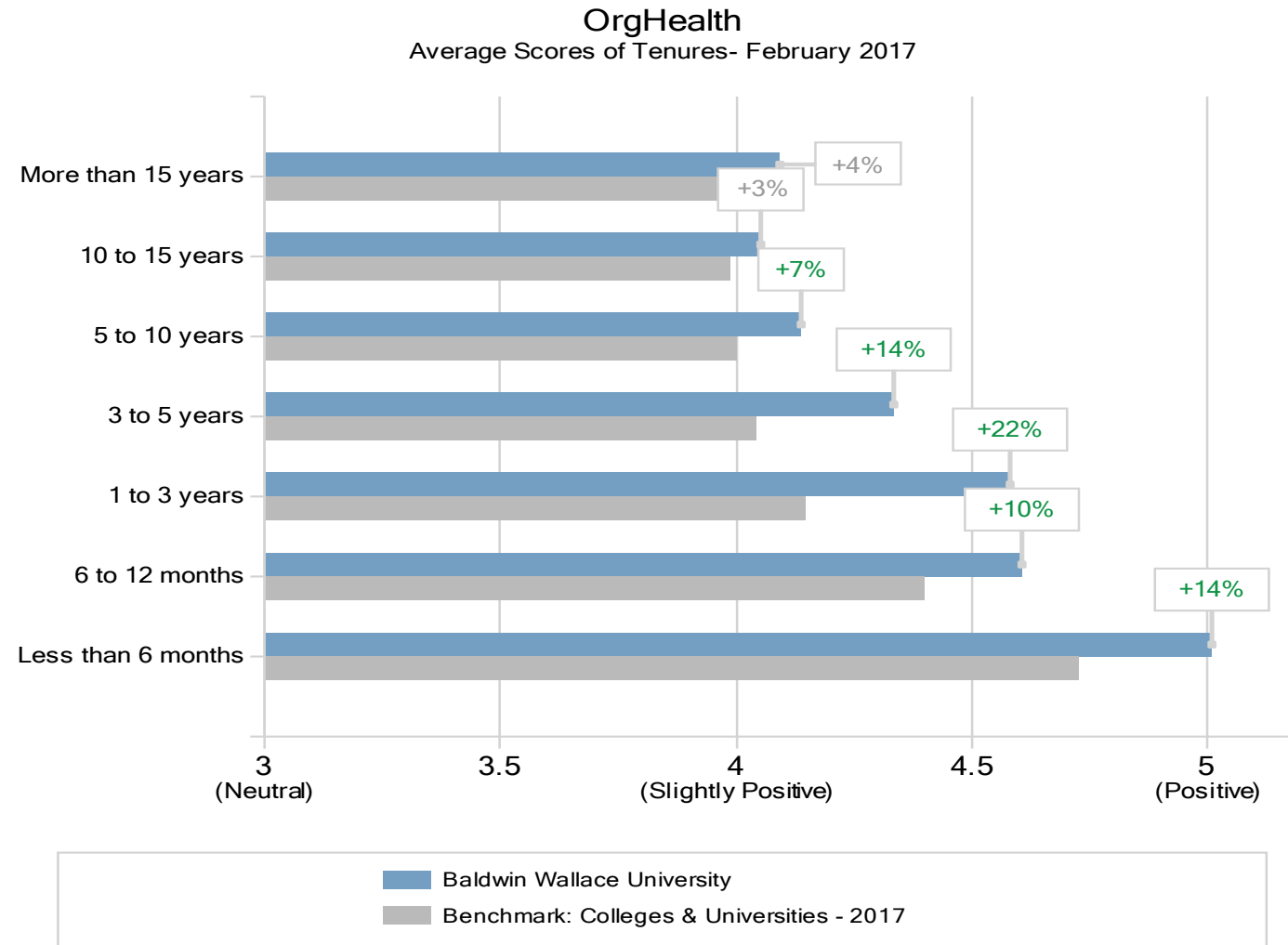■ Benchmark: Colleges & Universities - 2017

SALARY BAND

This chart shows **Baldwin Wallace University's** score for each Salary band compared to the **"Colleges & Universities - 2017"** benchmark . Salary bands with fewer than 6 respondents are not shown.

OrgHealth
Average Scores of Salary Bands- February 2017

Salary Band	Difference
More than $100,000	+21%
$50,000 - $100,000	+4%
$30,000 - $50,000	+6%
Less than $30,000	+3%

Axis: 3 (Neutral) — 3.5 — 4 (Slightly Positive) — 4.5 — 5 (Positive)

Legend:
- Baldwin Wallace University
- Benchmark: Colleges & Universities - 2017