



Employee Experience Feedback Program

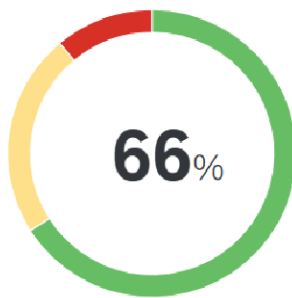
YOUR VOICE
MATTERS

AY25 Employee Experience Survey Summary of Results

Headlines	Notable Numbers and Metrics	Ongoing Initiatives	Key Priority	Next Steps
-----------	-----------------------------	---------------------	--------------	------------

This marks the second consecutive year the survey has been conducted, providing valuable year-over-year insights. As anticipated, participation was slightly lower this year, with 1,900 employees responding compared to 2,300 in AY24. The next survey is scheduled for AY27.

Headlines



UA Overall 66%
Your 2023 Score 66%

Overall UA engagement score

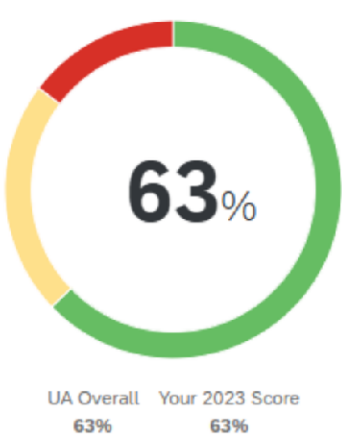
- 2/3 of employees surveyed are engaged and motivated to meet or exceed their goals, consistent with the AY24 results.
- 2/3 of employees surveyed are likely to stay at UA, also consistent with the AY24 results.
- Employees cited **work-life balance**, **students**, **benefits**, and **alignment with personal values** as the main drivers for this metric.
- 3/4 of employees surveyed said employment at UA met or exceeded their expectations, also consistent with the AY24 results.
- Also similar to last year, there are high levels of trust in and communication with direct supervisors across the system.
- 2/3 of employees surveyed said they intended to stay.

Notable Results and Metrics

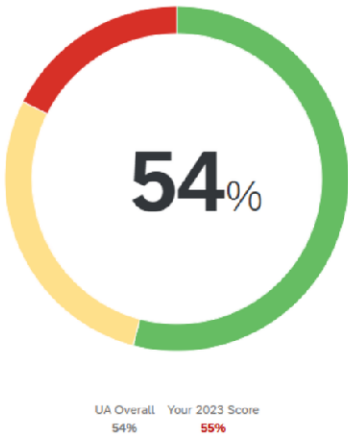
Engagement

Name	Responses	Distribution ↓	UA Overall	Your 2023 Score
I feel that my work is meaningful	1845	<div><div></div><div></div><div></div></div> <div>87%9%</div>	87%	88%
My work gives me a feeling of personal accomplishment	1847	<div><div></div><div></div><div></div></div> <div>81%12%</div>	81%	83%
I would recommend university to people I know as a great place to work	1846	<div><div></div><div></div><div></div></div> <div>57%25%17%</div>	57%	58%
The university motivates me to contribute more than is normally required to complete my work	1844	<div><div></div><div></div><div></div></div> <div>40%33%27%</div>	40%	41%

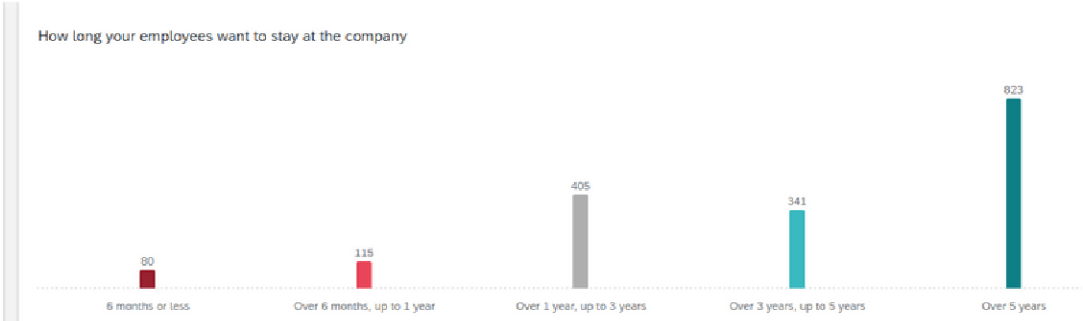
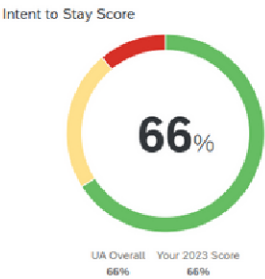
Inclusion



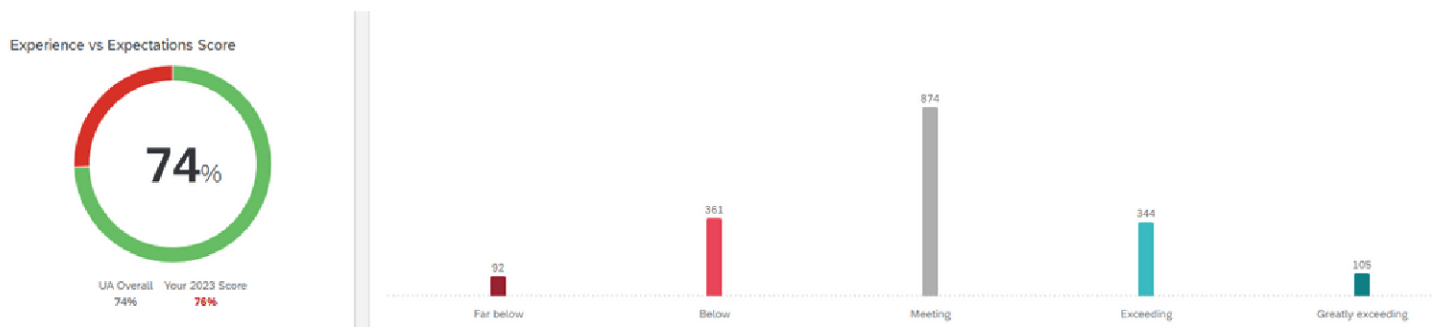
Well-Being



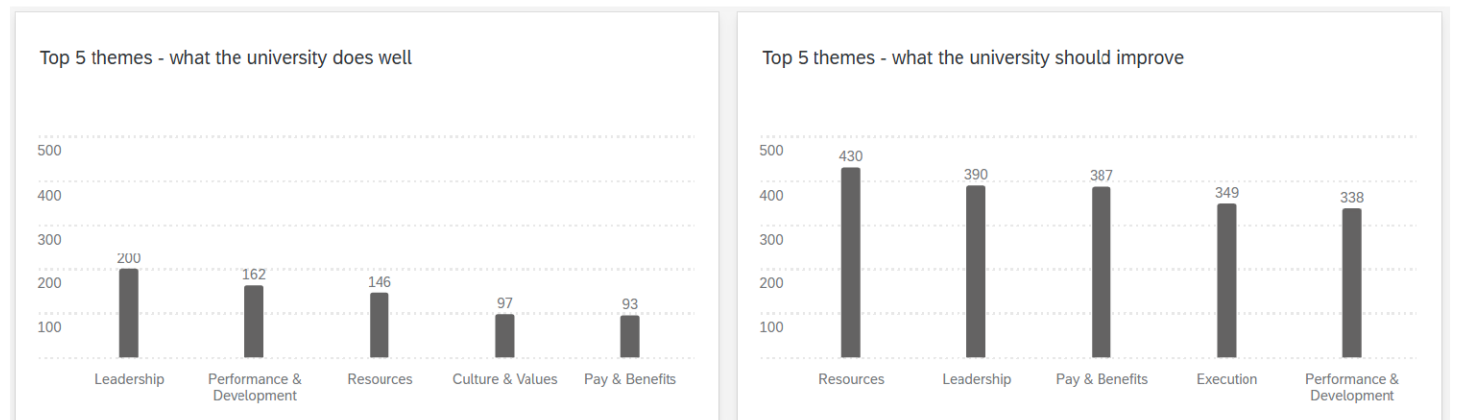
Intent to Stay



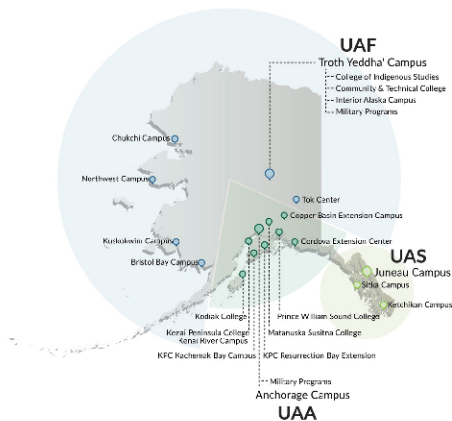
Experience vs. Expectation



What UA is doing well and what UA needs to improve



Ongoing Initiatives



- **Process Improvement Initiatives.** Based on the response to last year's survey on the need for process improvement, expanded process improvement training and teams I started during my past time at UAF.
- **Upgrade to Banner Self Service 9:** OIT continues work on our upgrade to Banner Self Service 9. I expect us to make much better use of the "out of the box" capabilities of that platform to drive operational efficiency for the whole system.
- **Pay and Recognition.** UA Leadership knows that fair and competitive compensation within the scope of our fiscal realities plays a key role in keeping employees engaged. HR's Benefits and Compensation team has made modernizing our approach to pay across the system a priority, and is implementing changes that will make compensation more transparent, competitive, and aligned with staff needs.

Key Priority: Ethics

This university shows a commitment to ethical business decisions and conduct

1785



We saw a drop in the percentage of employees who both believe the university shows commitment to ethical business decisions and conduct (from 56% last year to 51% this year), and that they can report unethical practices without fear of reprisal (from 56% last year to 53% this year). Those declines are of particular concern to leadership and will be a priority focus area.

- For our organization to be healthy, people must feel they can trust that decisions - even those they disagree with - are made appropriately and ethically.
- President Pitney is asking university leadership and unit leaders to make the time to learn more from their teams about why they have concerns about ethics in decision-making.

Next Steps



UA and university leadership are beginning to develop strategies and action plans to address specific areas for improvement at the Universities and System Office, building on initiatives already underway based on the results from last year’s survey.

UA, university-level, and college/unit leaders will look to employees for continued engagement and feedback as we prioritize actions and next steps to improve employee experience at UA.

UA Employee Feedback Program

UA launched a comprehensive series of employee experience surveys starting in fall 2023. The aim is to take a holistic approach in measuring employee engagement to determine actions for enhancing the employee experience. Instead of relying solely on one-time surveys, UA will routinely assess the entire employee journey - from the initial job application, onboarding, the current employee experience, and even when an employee decides to leave UA. For more information on this program and resources to help you navigate results, visit the [Employee Feedback Program Website](#).

UA leadership created a [one-page summary](#) with notable results, metrics, ongoing initiatives, key priorities, and next steps. Please look to your leadership for more details on next steps.

Why is the employee experience (EX) important?

Simply put, a better employee experience will improve your team's performance! The more motivated, healthier, and included people feel, the better outcomes for everyone.

How will this dashboard help me?

This dashboard will give you a read on your team's experience, and let you know the top actions to improve it. Following these signals from your people will increase retention, performance and make your team a better place to be.

What is the employee experience?

Employee experience can be measured through five key performance indicators (KPIs);

1. *Engagement*
2. *Experience vs Expectations*
3. *Retention (Intent to Stay)*
4. *Inclusion*
5. *Well-being*

Each KPI has a specific page that you can use to explore in more detail.

Twenty-five key drivers influence the KPIs. KPIs are all aspects of the employee experience that should be regularly monitored. If one of these areas trends downwards, it is a sign that something may need addressing.



How responses translate into scores

Most items range from strongly agree to strongly disagree. Responses translate exactly into survey scores, as a horizontal bar chart (below). The bar shows the percentage of respondents who agreed with the statement.

Note: Data will not show for areas with less than 10 responses. Data will move to the next higher level of the organizational hierarchy until it exceeds the anonymity threshold of 10 or more responses.

■ ————— % favorable ————— ■ ■ ————— % neutral ————— ■ ■ ————— % unfavorable ————— ■

STRONGLY
AGREE

AGREE

NEITHER AGREE
NOR DISAGREE

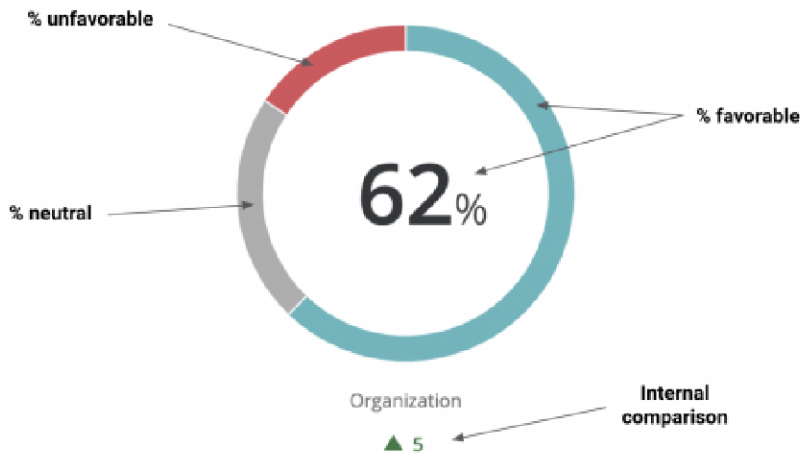
DISAGREE

STRONGLY
DISAGREE

Key Performance Indicator (KPI) - donut

Some KPIs are shown as a donut-style bar. It shows how you compare to another group internally or externally, as well as how the KPI is trending.

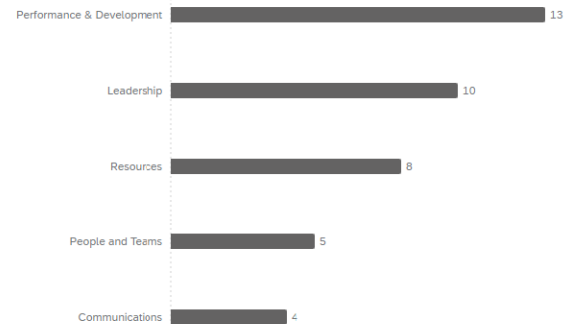
****Example Only: Not Actual Data****



Text analytics (Text iQ)

We ran automated topic analysis on text feedback from your employees. They talked about the topics shown most frequently. The size of the bars relates to the number of comments.

****Example Only: Not Actual Data****



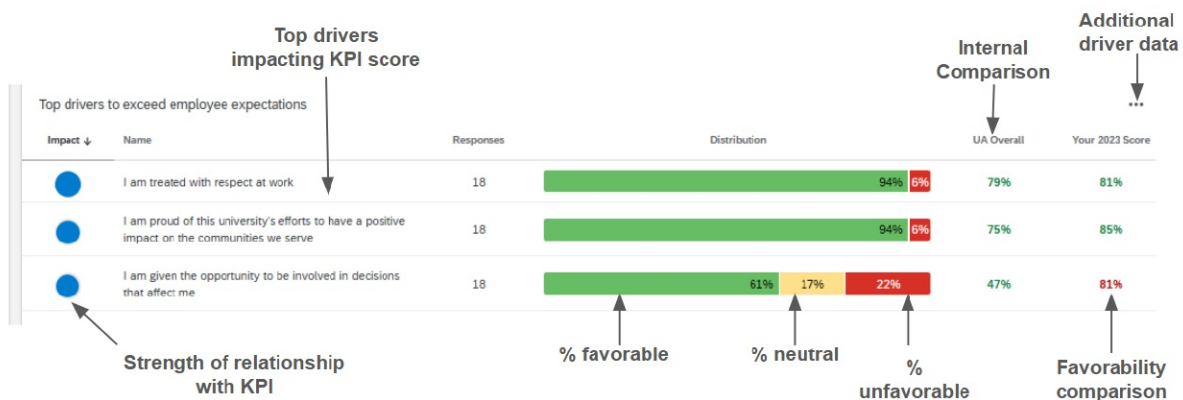
Key driver analysis

The Qualtrics Tool highlights the top drivers impacting each KPI score, as shown below.

An impact indicator (circles) at the left of the scorecard shows the result of a Pearson correlation. This analysis indicates the strength of the relationship between the item and the KPI, such as engagement or intent to stay. The larger the blue circle, the stronger the relationship and, therefore, the more important the item. Disregard correlations under .5.

Note: The "Your 2023 Score" is based on how the dashboard is filtered. It can reflect data from "All UA" or "filters" for a specific grouping. "Your 2023 Score" does not represent a specific individual's feedback.

****Example Only: Not Actual Data****



Definitions

Participants were provided definitions at the start and throughout the survey.

My university: refers to the administrative unit to which you are most closely connected (e.g. UAF, UAA, UAS, System Office).

My campus: refers to the local campus you are most closely connected (e.g. Bristol Bay (UAF), Kenai Peninsula College (UAA), Sitka Campus (UAS)).

My supervisor: refers to the person you report to, usually the person who conducts your performance reviews. If you have more than one reporting line, you should refer to your primary reporting manager.

University-level leadership team: refers to the senior administrator team who make decisions for your university (e.g., your chancellor, provost, vice chancellor).

UA system leadership team: refers to the most senior administrators in the System Office making decisions for the UA system (e.g., president, vice presidents, chief human resources officer, chief information technology officer, chief financial officer).

Action Planning

The action planning tool is available to leadership (Chancellors, Provosts, Vice Chancellors, and Deans/ Director of Colleges, Schools & Institutes). Please connect with your leadership on next steps.



2024 UA Employee Engagement Results

Headlines

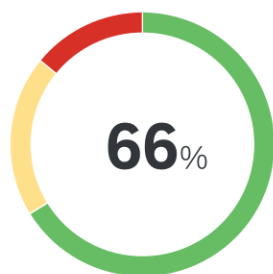
of Responses

1,900

How are you tracking on your KPIs?

Employee Engagement

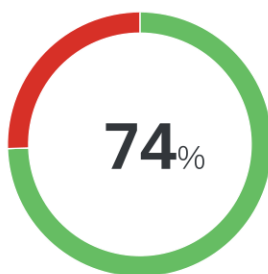
Engaged people will be more motivated to meet or exceed goals.



UA Overall 66% Your 2023 Score 67%

Experience vs Expectations

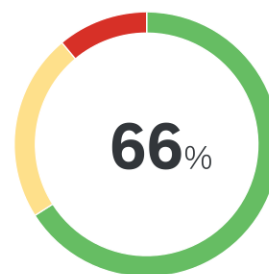
If experiences exceed expectations, everyone wins. The % of meets expectations through exceeded expectations is below.



UA Overall 74% Your 2023 Score 76%

Intent to Stay

Get a clear indicator of how long your people currently want to stay with the company.



UA Overall 66% Your 2023 Score 66%

Employee Engagement

66%

Top drivers to increase engagement

Impact	Name	Responses	Distribution	UA Overall	Your 2023 Score
	I believe this university has an outstanding future	1790	<div><div>53%</div><div>31%</div><div></div></div>	53%	54%
	I would recommend this university to people seeking education or job/technical training	1794	<div><div>74%</div><div>18%</div><div></div></div>	74%	75%
	There is open and honest two-way communication at my university	1806	<div><div>42%</div><div>27%</div><div>31%</div></div>	42%	44%

Experience vs Expectations

74%

Top drivers to exceed employee expectations

Impact	Name	Responses	Distribution	UA Overall	Your 2023 Score
	I believe this university has an outstanding future	1790	<div><div>53%</div><div>31%</div><div></div></div>	53%	54%
	There is open and honest two-way communication at my university	1806	<div><div>42%</div><div>27%</div><div>31%</div></div>	42%	44%
	I am treated with respect at work	1783	<div><div>79%</div><div></div><div></div></div>	79%	81%

Intent to Stay

66%

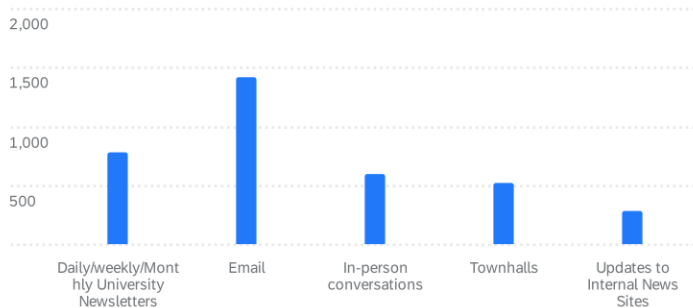
Top drivers to increase retention

Impact	Name	Responses	Distribution	UA Overall	Your 2023 Score
	I believe this university has an outstanding future	1790	<div><div>53%</div><div>31%</div><div></div></div>	53%	54%
	I would recommend this university to people seeking education or job/technical training	1794	<div><div>74%</div><div>18%</div><div></div></div>	74%	75%
	I am treated with respect at work	1783	<div><div>79%</div><div></div><div></div></div>	79%	81%

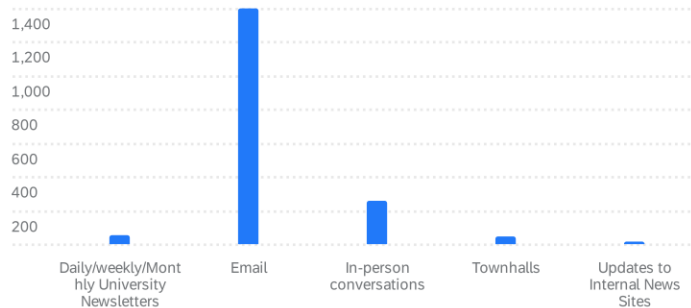
What are your people saying about their preferred mode of communication?

Below are the modes of communication employees indicated are their preferences for different leaders at the university.

UA System Level Leadership



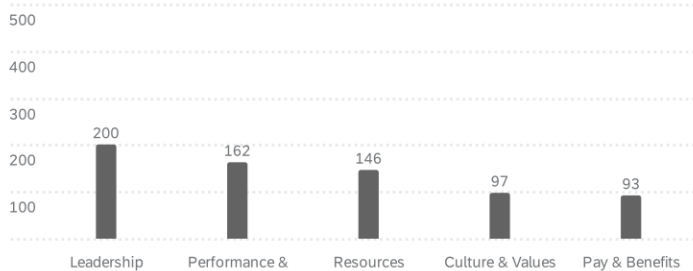
University Level Leadership



What are your people saying about their employee experience?

Below are the most common themes when employees talk about what the university does well, and what can improve.

Top 5 themes - what the university does well

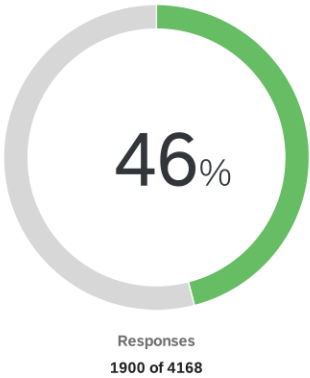


Top 5 themes - what the university should improve



Participation Rate

Participation Rate



Participation by University

Name	Invited	Responded	Participation Rate
University			
System Office	243	150	62%
UAS	288	152	53%
UAA	1565	705	45%
UAF	2063	889	43%



2024 UA Employee Engagement Results

Experience vs Expectations

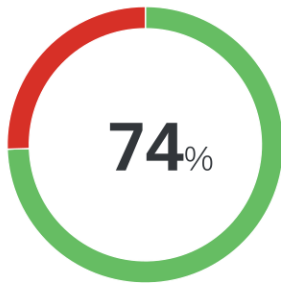
of Responses

1,900

How does your employee experience align to employee expectations?

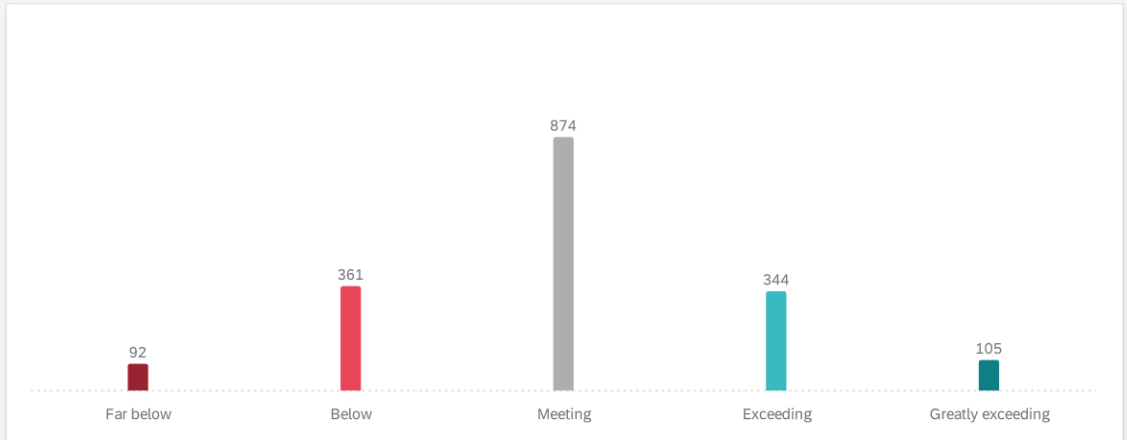
Employees continually assess their working life against their expectations. See how it stacks up below.

Experience vs Expectations Score



UA Overall
74%

Your 2023 Score
76%



What causes your people to have better-than-expected experiences?

Whether high or low scoring, the below items are important to your people, and so worth taking a look at.

Top drivers to exceed employee expectations

Impact	Name	Responses	Distribution	UA Overall	Your 2023 Score
	I believe this university has an outstanding future	1790	<div><div>53%</div><div>31%</div><div>16%</div></div>	53%	54%
	There is open and honest two-way communication at my university	1806	<div><div>42%</div><div>27%</div><div>31%</div></div>	42%	44%
	I am treated with respect at work	1783	<div><div>79%</div><div>12%</div><div>9%</div></div>	79%	81%



2024 UA Employee Engagement Results

Retention

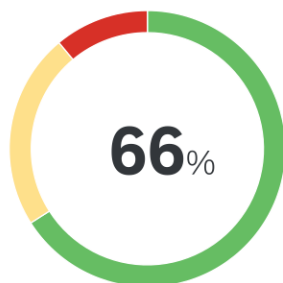
of Responses

1,900

How is your current retention outlook?

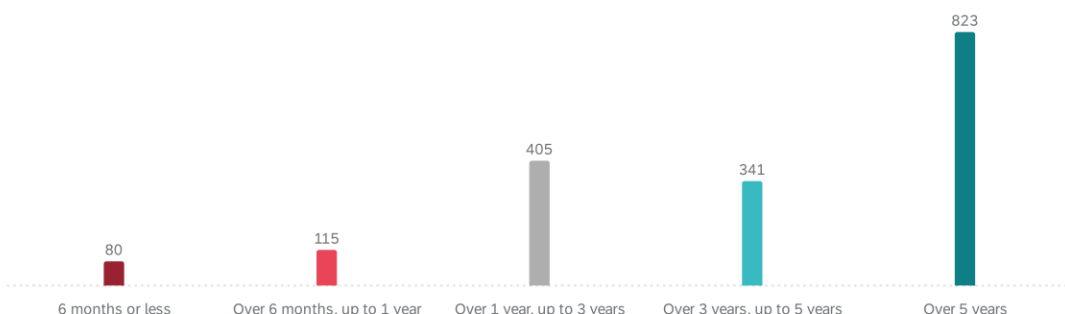
Get a clear indicator of how long your people would currently like to stay with the company.

Intent to Stay Score



UA Overall
66% Your 2023 Score
66%

How long your employees want to stay at the company



What causes your people to want to stay for a longer or shorter period?

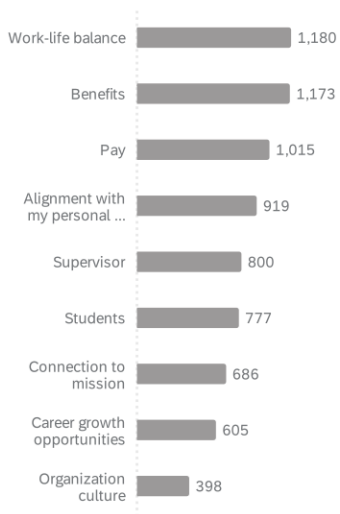
Whether high or low-scoring, the below items are important to your people, and so worth taking a look at.

Impact	Name	Responses	Distribution	UA Overall	Your 2023 Score
	I believe this university has an outstanding future	1790	<div><div>53%</div><div>31%</div><div>16%</div></div>	53%	54%
	I would recommend this university to people seeking education or job/technical training	1794	<div><div>74%</div><div>18%</div><div>8%</div></div>	74%	75%
	I am treated with respect at work	1783	<div><div>79%</div><div>12%</div><div>9%</div></div>	79%	81%

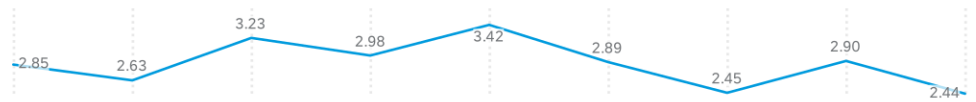
Why do your people continue to work at UA?

Below are the number of responses received by ranking (1 - 5) for each reason provided.

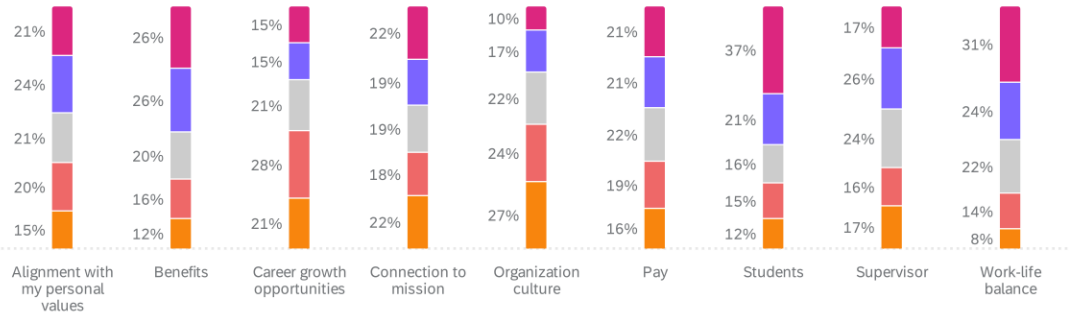
Total Times Chosen



Average Score (Lower the score means higher the importance)



Responses Received by Ranking (1-5)



Word Cloud: The larger the word, the more often it was mentioned in the comments. Using one or two words, are there any reasons for continuing to work at UA missing from the list above?





2024 UA Employee Engagement Results

Well-Being

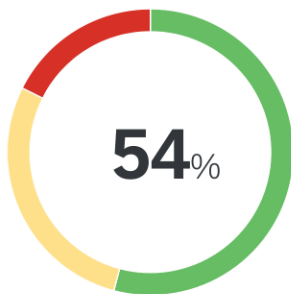
of Responses

1,900

How high are levels of well-being on the team?

Employees with high well-being feel positive, show sustained levels of energy and have trusted relationships.

Well-Being score



UA Overall 54% Your 2023 Score 55%

Items included in this index

Name	Responses	Distribution	UA Overall	Your 2023 Score
I have trusting relationships at work	1785	<div><div>81%</div><div>12%</div><div></div></div>	81%	80%
I feel positive about myself at work	1783	<div><div>75%</div><div>16%</div><div>9%</div></div>	75%	77%
I feel energized at work	1785	<div><div>53%</div><div>28%</div><div>19%</div></div>	53%	56%
There are holistic wellness resources and support in place to promote a culture of care for emplo...	1781	<div><div>50%</div><div>35%</div><div>16%</div></div>	50%	48%
University-level leadership's actions show they genuinely care about my well-being	1781	<div><div>34%</div><div>33%</div><div>33%</div></div>	34%	35%
The wellness resources and support available to employees are effective	1779	<div><div>33%</div><div>47%</div><div>20%</div></div>	33%	32%

What causes your people to have higher or lower well-being?

Whether high or low-scoring, the below items are important to your people, and so worth taking a look at.

Top drivers of well-being

Impact	Name	Responses	Distribution	UA Overall	Your 2023 Score
	I am treated with respect at work	1783	<div><div>79%</div><div>12%</div><div>9%</div></div>	79%	81%
	I believe this university has an outstanding future	1790	<div><div>53%</div><div>31%</div><div>16%</div></div>	53%	54%
	There is open and honest two-way communication at my university	1806	<div><div>42%</div><div>27%</div><div>31%</div></div>	42%	44%



2024 UA Employee Engagement Results

Engagement

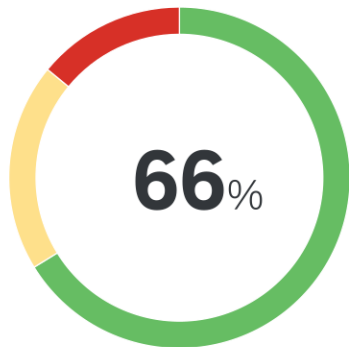
of Responses

1,900

How engaged are your people?

If your people are engaged, they will be more motivated to meet or exceed goals.

Engagement score



UA Overall 66% Your 2023 Score 67%

Engagement items

Name	Responses	Distribution	UA Overall	Your 2023 Score
I feel that my work is meaningful	1845	<div><div>87%</div></div>	87%	88%
My work gives me a feeling of personal accomplishment	1847	<div><div>81%</div></div>	81%	83%
I would recommend university to people I know as a great place to work	1846	<div><div>57%</div><div>25%</div><div>17%</div></div>	57%	58%
The university motivates me to contribute more than is normally required to complete my work	1844	<div><div>40%</div><div>33%</div><div>27%</div></div>	40%	41%

What causes your people to be more or less engaged?

Whether high or low-scoring, the below items are important to your people, and so worth taking a look at.

Impact	Name	Responses	Distribution	UA Overall	Your 2023 Score
	I believe this university has an outstanding future	1790	<div><div>53%</div><div>31%</div><div>16%</div></div>	53%	54%
	I would recommend this university to people seeking education or job/technical training	1794	<div><div>74%</div><div>18%</div><div>8%</div></div>	74%	75%
	There is open and honest two-way communication at my university	1806	<div><div>42%</div><div>27%</div><div>31%</div></div>	42%	44%



2024 UA Employee Engagement Results Inclusion

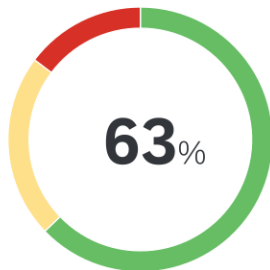
of Responses

1,900

How inclusive is your team?

Below is the inclusion score for your overall business.

Inclusion score



UA Overall 63%
Your 2023 Score 63%

Items included in this index

Name	Responses	Distribution	UA Overall	Your 2023 Score
I feel as if I belong at my university	1786	<div><div>65%</div></div>	65%	66%
At my university, everyone can succeed to their full potential, no matter who they are (e.g., all ages, cultural backgrounds, genders, races, religions, etc)	1786	<div><div>61%</div></div>	61%	61%

What causes your people to feel more or less included?

Whether high or low-scoring, the below items are important to your people.

Top drivers of inclusion

Impact	Name	Responses	Distribution	UA Overall	Your 2023 Score
	This university shows a commitment to ethical business decisions and conduct	1785	<div><div>51%</div></div>	51%	56%
	I believe this university has an outstanding future	1790	<div><div>53%</div></div>	53%	54%
	I am treated with respect at work	1783	<div><div>79%</div></div>	79%	81%

Comparison:

Breakout:

UA Overall

University

UA Overall

System Office

UAA

UAF

UAS

Response Counts	1900	150	705	889	152
<div> <div></div> <div>Engagement</div> </div>	66%	65%	65%	68%	64%
My work gives me a feeling of personal accomplishment	81%	72%	82%	82%	80%
The university motivates me to contribute more than is normally required to complete my work	40%	41%	38%	41%	37%
I feel that my work is meaningful	87%	84%	87%	87%	85%
I would recommend university to people I know as a great place to work	57%	61%	55%	60%	52%
<div> <div></div> <div>Trust in Leadership</div> </div>	48%	49%	44%	49%	53%
I have confidence in my dean/director to make the right decisions for my college/ institute/ unit	65%	59%	64%	65%	68%
I have confidence in the UA System leadership team to make the right decisions for UA	38%	56%	33%	40%	32%
I have confidence in the University-level leadership team to make the right decisions for my university	41%	33%	37%	42%	59%
<div> <div></div> <div>Trust in Supervisor</div> </div>	77%	79%	76%	78%	74%
I trust my supervisor	79%	81%	77%	80%	75%
My supervisor keeps their commitments (i.e., they do what they say they will do)	78%	77%	77%	79%	75%
My supervisor handles conflict in a professional manner	74%	78%	73%	75%	72%
<div> <div></div> <div>Communication</div> </div>	48%	56%	45%	48%	55%
The frequency with which I have meaningful communication with my supervisor is adequate	75%	85%	75%	76%	70%
Avenues for communication to university-level leadership are adequate	37%	47%	34%	36%	48%
My university does a good job of communicating the reasons behind important changes	37%	45%	33%	38%	48%
There is open and honest two-way communication at my university	42%	48%	39%	40%	54%
<div> <div></div> <div>Authority & Empowerment</div> </div>	61%	65%	57%	63%	66%
I am given the opportunity to be involved in decisions that affect me	46%	56%	42%	47%	54%
I have autonomy to make decisions regarding my work	76%	75%	72%	79%	78%

🔍 >						
Comparison:		Breakout:				
UA Overall	University	UA Overall	System Office	UAA	UAF	UAS
and personal are						
✓ Safety		83%	87%	82%	83%	81%
My supervisor's actions show a commitment to safety		80%	85%	78%	81%	78%
I feel safe while I am at work		86%	90%	85%	86%	83%
✓ Respect & Psychological Safety		72%	74%	71%	73%	68%
When we disagree, my colleagues treat each other respectfully		76%	78%	76%	76%	70%
I can share my opinions openly without fear of retaliation		62%	65%	61%	63%	59%
I am treated with respect at work		79%	78%	77%	80%	77%
✓ Intent to Stay		66%	64%	63%	70%	62%
I intend to keep working at my university for...		66%	64%	63%	70%	62%
✓ Experience vs Expectations		74%	76%	72%	77%	75%
Overall, to what extent does your experience working at your university meet your expectations?		74%	76%	72%	77%	75%
✓ Inclusion		63%	63%	63%	63%	61%
At my university, everyone can succeed to their full potential, no matter who they are (e.g., all ages, cultural backgrounds, genders, races, religions, etc)		61%	62%	62%	62%	53%
I feel as if I belong at my university		65%	65%	64%	64%	68%
✓ Well-Being		54%	55%	55%	53%	55%
I feel positive about myself at work		75%	72%	77%	75%	77%
I have trusting relationships at work		81%	78%	81%	80%	83%
I feel energized at work		53%	55%	53%	53%	50%
University-level leadership's actions show they genuinely care about my well-being		34%	43%	32%	30%	50%
There are holistic wellness resources and support in place to promote a culture of care for emplo...		50%	53%	52%	48%	46%
The wellness resources and support available to employees are effective		33%	32%	35%	32%	27%
✓ Survey Follow-Up		26%	26%	26%	28%	21%

Comparison:		Breakout:				
UA Overall	University	UA Overall	System Office	UAA	UAF	UAS
I intend to keep working at my university for...		66%	64%	63%	70%	62%
✓ Experience vs Expectations		74%	76%	72%	77%	75%
Overall, to what extent does your experience working at your university meet your expectations?		74%	76%	72%	77%	75%
✓ Inclusion		63%	63%	63%	63%	61%
At my university, everyone can succeed to their full potential, no matter who they are (e.g., all ages, cultural backgrounds, genders, races, religions, etc)		61%	62%	62%	62%	53%
I feel as if I belong at my university		65%	65%	64%	64%	68%
✓ Well-Being		54%	55%	55%	53%	55%
I feel positive about myself at work		75%	72%	77%	75%	77%
I have trusting relationships at work		81%	78%	81%	80%	83%
I feel energized at work		53%	55%	53%	53%	50%
University-level leadership's actions show they genuinely care about my well-being		34%	43%	32%	30%	50%
There are holistic wellness resources and support in place to promote a culture of care for employees		50%	53%	52%	48%	46%
The wellness resources and support available to employees are effective		33%	32%	35%	32%	27%
✓ Survey Follow-Up		26%	26%	26%	28%	21%
I believe that positive change will happen as a result of this survey		26%	26%	26%	28%	21%
✓ Collaboration		65%	67%	65%	65%	66%
There is effective collaboration between teams at this university		47%	54%	46%	46%	54%
The people I work with cooperate to get the job done		84%	81%	83%	85%	79%
✓ Strategic Alignment		60%	66%	58%	60%	60%
I believe this university has an outstanding future		53%	60%	48%	55%	50%
I can see a clear link between my work and this university's strategic objectives		67%	71%	67%	65%	70%
✓ Social Responsibility		75%	79%	76%	74%	76%
I am proud of this university's efforts to have a positive impact on the communities we serve		75%	79%	76%	74%	76%
✓ Customer Focus		74%	82%	74%	73%	74%
I would recommend this university to people seeking education or job/technical training		74%	82%	74%	73%	74%